

Brand Transition Guide

Regional Market Leader (RML) – moderate track

Brand Architecture

COWI is incorporating acquired companies into the COWI Brand Architecture as outlined by 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 moderate 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) – moderate track'.

Brand transition for RML companies – moderate track

The duration of the RML moderate track brand transition is max. 24 months, divided into three phases (see the illustration below and the following pages). Within the 24 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 starts as a Daughter brand and moves through the Brand Architecture Map to become a COWI Mother brand.

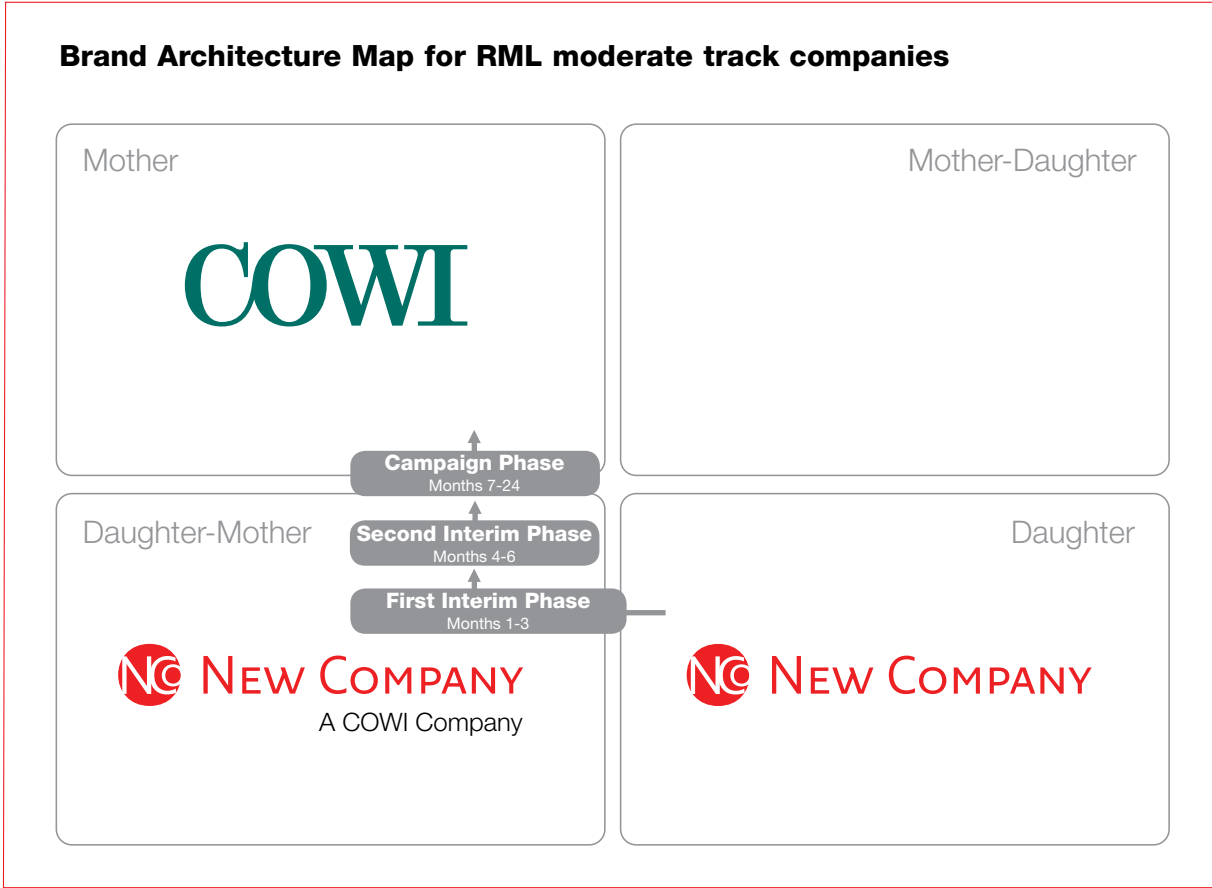


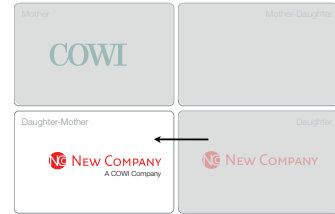
Illustration of how a RML company moves from Daughter level to Mother level in the Brand Architecture Map. Duration max. 24 months.

First Interim Phase

Month 1-3



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



First Interim visual identity — with stickers

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).



This block contains three illustrations showing the interim logo's application:

- Website:** A screenshot of a browser window showing the 'NEW COMPANY A COWI Company' logo on the homepage.
- Email:** A screenshot of an email client showing the interim logo in the header of an email.
- Printed Letter:** A sample letter with the interim logo sticker placed over the original company logo in the header.

A sticker with the Interim logo is applied on all preprinted material

Second Interim Phase

Month 4-6



In the Second Interim Phase the company stays in the Daughter-Mother level for another three months (see Brand Architecture Map to the right). For a specified plan of the activities in the Second Interim Phase, see the 'Brand Transition Checklist for Regional Market Leader (RML) – moderate track'.



Interim visual identity — without stickers

Within the three months of the Second Interim Phase, the Interim logo has now replaced the original company logo on all materials including online and offline media. In the Second Interim Phase stickers are no longer an option.

A collage of four examples showing the interim logo in use.

- Top-left: A screenshot of a web browser showing the 'NEW COMPANY A COWI Company' logo on a website.
- Top-right: A screenshot of an email client showing the 'NEW COMPANY A COWI Company' logo in the email header.
- Bottom-left: A printed document (letterhead) featuring the 'NEW COMPANY A COWI Company' logo at the top.
- Bottom-right: A printed document (business card) featuring the 'NEW COMPANY A COWI Company' logo at the top.

 Lines connect the text labels to the logos in these examples.

Online media

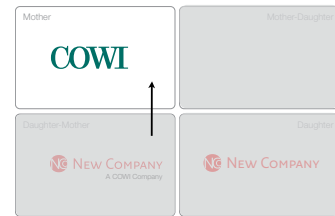
The Interim logo is printed on all offline materials

Campaign Phase

Month 7-24



The Campaign Phase begins six months after the acquisition and in this phase the company transits from the Daughter-Mother level to the Mother level and has a full COWI Mother visual identity. For a specified plan of the activities in the Campaign Phase, see the 'Brand Transition Checklist for Regional Market Leader (RML) – moderate track'.



Full COWI Mother visual identity

Within 24 months from the acquisition, a full COWI visual identity is mandatory, and an external PR campaign must be launched. The campaign is carried out to secure the information about the acquisition to the market. Stickers are not an option in this phase (see illustrations below).



A collection of illustrations showing the COWI visual identity in various contexts:

- Online media:** A screenshot of a web browser showing the COWI website with the tagline 'Consultancy within Engineering, Environment, Science and Economics'. Next to it is an email client window showing an email from 'Name Lastname' with contact details.
- Offline materials:** A document with a signature and contact information, and a business card with the COWI logo and contact details.
- Vehicle:** A white van with a green COWI logo on the side.