

Focus on customers

Findings

Origination in France

Background

What emerged from the case study:

- A highly competitive French energy market, dominated by long-established incumbents such as EDF, ENGIE and Total
- BKW is still a relatively new and less established player in France
- The rapidly growing BESS market is creating new opportunities, but also additional competition
- Client: an up-and-coming battery developer with no operational track record
- The client was seeking a reliable long-term partner for a 10-year agreement
- BKW was not able to win on the basis of size or market dominance, but rather through trust, responsiveness and customer focus
- The decisive factors were
 - Agility & Innovation
 - Positive energy & trust
 - Responsiveness & accessibility
 - Credibility through expertise

Customer focus is not just a service mindset, but a strategic capability for growth and differentiation.



Question 1 – Findings

How could BKW position itself in front of the customer, in a hyper competitive market dominated with historical incumbents?

- Understanding customer needs and consistently aligning with them
- Improve time to market
- Strengthen the brand
 - By making innovative, challenging deals possible, one benefits from word of this spreading throughout the market
- Develop end-to-end offerings or end-to-end solution models
- Demonstrate BKW's financial strength to the customer
- Responding agilely and positioning ourselves quickly with customers
 - Only if we are quick can we be competitive
- Be a first mover in non-standard products
- Build trust with customers
- BKW is not big enough to know everything itself – partnerships are necessary
 - This is our strength: we offer partnerships where 'too' large companies no longer do



Question 2 – Findings

Which principles of this case can we apply in other contexts in the group as well?

- Leveraging bankability / credit standing
- Swissness: reliability, creditworthiness and lower counterparty risk
- Developing tailor-made products for customers (→) Strengthens the brand, builds trust and fosters long-term partnerships.
- Building cooperation on an equal footing / partnerships with customers.
- Leverage and apply the BKW Group's expertise in a targeted manner
 - Even if it doesn't directly benefit BKW
(e.g. when supporting customers with targeted advice in a different area)→ Builds trust with the customer



Question 3 – Findings

Where do we identify untouched potentials that we could address with solutions, if we follow these principles?

- Leverage BKW's new brand
- Support customers with BKW experts from other teams as well
- Do not simply 'copy and paste' solutions, but always respond to customers' needs and draw on existing solutions where appropriate
- Develop integrated solutions

Cross-cutting insights

What the discussion also revealed:

- Customer-focused products: This works well if we maintain this scale. But what if we continue to grow as planned? What do we want then?
- Strengthen the brand:
 - Put solutions for customers first
 - Not with words, but with actions
- Find partners and be a partner ourselves: Partnerships are in BKW's DNA (see production facilities such as hydro and wind power stations)