

# Brand Strategy Report | *ENLIV ENERGIA*

January 19, 2024.

## 1. Introduction

Over the past year, Enliv has faced significant challenges related to its market positioning and brand authority. Although a rebranding project was planned in 2022, certain directives were not implemented due to the company's transitional phase, resulting in uncertainties and varying perspectives across departments about what the company does, how it operates, and for whom.

During the development of campaigns and programs, discussions were often based on personal opinions, leading to a fragmented approach. When analyzing competitors and the market, we noticed a sameness in brand communications and positioning, which created a perception of monotony. The situation became even more complex with the daily emergence of new players in the sector and the presence of established companies with substantial communication investments.

In light of this, the marketing department recognized the need to revisit the brand strategy, conducting a new market study and internal analysis to understand Enliv's current reality after joining the ON group and experiencing team growth.

Today's reality is defined by the rapid obsolescence of innovations, fragmented attention, and the challenge of building permanence. In this context of the attention economy, a critical question arises: how can we build and maintain a strong brand? This has been the focus of the marketing department's reflection and study over the past quarter.

We operate in an era where aversion to traditional advertising and the pursuit of authentic connections shape how brands interact with their audience. In this ever-evolving landscape, the effectiveness of conventional marketing practices is questioned, opening the door for content- and relationship-driven approaches.

A notable example of this paradigm shift is Nubank, which prioritizes creating value in every customer interaction rather than relying on intrusive advertisements or aggressive marketing tactics.

A brand strategy serves as a beacon for a company's journey. It not only guides mission, vision, and values but also establishes a competitive edge, connects authentically with target audiences, builds loyalty, and solidifies market presence.

This report is the result of meticulous research, the application of specific methodologies, and detailed assessments. It is not merely a set of guidelines but a cohesive, solid brand platform designed to unify communication, values, and identity across all channels.

In the following sections, we will present a summary of the steps taken to formulate our brand strategy. Each part has been carefully crafted to offer a comprehensive and clear vision of how we want to be perceived and how we will strengthen our market presence.

## **2. Research**

### **2.1 The energy market**

The energy market has undergone radical changes and complex challenges in recent years, with the remarkable rise of solar energy as a golden opportunity, but also as a fiercely competitive and uncertain field. This sector, once filled with promises and innovation, witnessed the entry of visionary pioneers who seized the moment, achieving success, while many others faced significant obstacles.

However, the current landscape of the solar energy market in Brazil is entering a critical phase. What was once seen as a promising perspective now presents several challenges. Many companies face financial difficulties, with an uncertain future due to increasing restrictions and pressures imposed by energy distributors. The battle for customers is intense, where differentiation primarily revolves around price and the ability to overcome imposed barriers.

Yet, the complexity of the energy landscape goes beyond mere commercial aspects. The adoption of ESG (Environmental, Social, and Governance) practices in the billion-dollar energy sector is a considerable challenge. With approximately 15,000 agents involved—and the expectation of significant growth in this number with the opening of the Free Market—integrating an ESG agenda aligned with the Sustainable Development Goals (SDGs) is a tough but crucial task.

The key issue lies in the gap between rhetoric and practice within the sector. While many companies proclaim their "green" practices and alignment with ESG, it is essential to conduct a deeper analysis of what these actions actually deliver to society, going beyond the simple use of renewable energy. Issues such as social inclusion, environmental preservation, and concrete actions toward sustainable development must be considered to legitimize a truly committed ESG stance.

Amid this challenging landscape, disputes between different sector agents—energy distributors, associations, and sectoral entities—reflect the complexity of the interests at stake. There is a constant struggle for positioning and influence, often to the detriment of collective harmony and progress.

Therefore, the energy market faces a critical crossroads where the balance between competition, regulation, and commitment to sustainable and social practices is crucial for building a more solid and sustainable future for the sector and society as a whole.

## 2.2 Brands and communication

In the dynamic world of branding and market positioning, the connection between brands and their consumers is becoming an increasingly essential link. The marketing cliché that "people buy from those they identify with" has never been more relevant.

Companies strive to portray not only their products but also the routine, needs, and aspirations of their consumers, aiming to create genuine emotional connections.

This scenario highlights the importance of authenticity in brand communication. However, many companies hesitate to abandon the idealized representation of their products to present a more realistic view. Real life, with its chaotic and unpredictable moments, does not always fit the perfect image brands seek to project. However, those that embrace this authenticity have achieved not only engagement but also significant results in viralizing their campaigns.

The challenge of genuinely connecting with the public goes beyond mere social media engagement. Companies aim not only to be seen but also to create meaningful interactions. "Engagement" has become a buzzword, but the formula for achieving it is not a ready-made recipe; it is a complex and challenging process.

Looking at what works for other brands is a recommended strategy for understanding effective engagement. A notable example is Duolingo, which understands the need for fluency on each digital platform, adapting to the specificities of each one while maintaining its unique brand identity.

Moreover, discussions about brand purpose have gained prominence. While some companies question the need for a well-defined purpose for every brand, others seek to redefine the meaning of purpose in their strategies. The idea of purpose goes beyond representing a specific social or environmental cause; it is about guiding decisions aligned with the company's values.

The return to a people-centric approach is an emerging trend. In a market saturated with formulas and tools, brands are rediscovering the importance of delivering value on an individual level, reflecting on the collective. Personalization, accessibility, and proximity become key differentiators for effective engagement.

This shift extends beyond branding. Companies are rethinking their strategies, recognizing that every transaction has an impact, and therefore seeking to ensure that impact is as positive as possible. Purpose, therefore, becomes a valuable tool for guiding decisions, a compass that aligns the "why" with the "what" and "how."

In this context, understanding the "vibes" of Brazil, its cultural nuances, originality, and the creativity of entrepreneurs and content creators becomes crucial. Brazilian brands need to be present in this dialogue, understanding the characteristics that resonate with local consumers.

The challenge for brands, therefore, is not just to connect with their audience but also to deeply understand cultural nuances, social contexts, and individual values to create an authentic and meaningful dialogue.

## 2.2 Education as a pillar in marketing

The communication strategy for education and marketing requires an educational and engaging approach. The idea is to inspire and educate the public, providing relevant and impactful content on topics such as productivity, finance, mindset, and other areas of interest.

1. **Impactful Ideas:** The key lies in having a clear stance. Avoiding a middle ground is essential to create a genuine impact on the audience. Powerful words are those that linger in people's minds, shared to validate their beliefs. Persuasive communication should offer a unique and polarizing perspective, deeply involving the audience.
2. **Persuasive Writing:** Persuasion is the key to captivating the audience. Start with a strong hook, present a tangible problem, provide a clear solution, and highlight the benefits. Confidence and a unique perspective are crucial to captivate the reader.
3. **Awareness Stages:** The educational marketing strategy is based on raising the public's awareness of their problems and goals. Identifying knowledge gaps among followers and offering the necessary information is essential to level the understanding.
4. **Importance of Self-Analysis:** Reflecting on one's journey helps to connect authentically with the audience, establishing a deeper bond.

These concepts form the basis for persuasive and educational communication. Educating, inspiring, and raising awareness of the public about their goals and problems are the cornerstones of a successful educational marketing strategy, providing relevant and inspiring content for the audience.

## 2.3 Brazilian entrepreneurship

Entrepreneurship in Brazil is a multifaceted and dynamic landscape, characterized by a diversity of profiles, challenges, and trends. According to Sebrae data, Brazilian entrepreneurs generated R\$35 billion per month for the economy in 2022, with the family income of small businesses reaching R\$420 billion annually.

The profile of the Brazilian entrepreneur is diverse and reveals a varied range of characteristics. According to a 2019 SEBRAE survey, the typical Brazilian entrepreneur is between 18 and 30 years old and is driven by a dream, although the need to generate income is also a significant factor. Typically, they come from fields that allow them to work as freelancers or self-employed professionals, seeking to start a small business, often with the support of family or close acquaintances. The pursuit of broad knowledge is a constant, recognizing the importance of understanding beyond their own business.

Nevertheless, they face considerable obstacles, such as bureaucracy, lack of incentives, limited access to credit, and a nascent market. They believe that hard work is a fundamental pillar for achieving success, without immediate expectations of amassing great wealth, maintaining a grounded view of the balance between dreams and reality.

The Brazilian entrepreneur, on their journey, values space for learning, seeking specialized support in areas where they lack expertise. Approximately 80% of entrepreneurs under 24 had already considered starting their own business before the age of 18, with about 33% pursuing specific training for entrepreneurship and continuing to upskill throughout their journey.

According to CONAJE, the motivation to undertake a business in Brazil is centered on the dream of owning a business (25%) or identifying business opportunities (25%). The survey revealed that 70% of entrepreneurs have higher education or postgraduate degrees, indicating that the pursuit of knowledge is a crucial factor for success in business.

However, the support for entrepreneurship varies: while 27% seek support from Sebrae, 23% do not seek any type of support, and 50% of respondents are divided between no support and exclusive reliance on the internet to start a business. The main internal difficulties reported by entrepreneurs are accounting and finance (30%), people management (27%), and business registration and planning processes (25%).

The external challenges faced by Brazilian entrepreneurs include a high tax burden (48%), bureaucracy (30%), competition from the informal sector (22%), complex legislation (20%), lack of access to credit (20%), and a scarcity of an entrepreneurial ecosystem (17%).

The representation of women in Brazilian entrepreneurship is significant, maintaining a balanced presence even in established businesses. Additionally, the age range of initial entrepreneurs is generally in adulthood, indicating that there is no obligation to start young. In fact, maturity may be an essential ingredient, considering that many people have experienced failures before achieving their current business success.

The socioeconomic and ethnic diversity of Brazilian entrepreneurs is also evident, reflecting the proportional representation of different social strata and ethnic groups in the general population. In the scenario of Brazilian SMEs, essential to the country's economy, the lack of adequate assistance from traditional banks is evident. According to the MDIC, of the 21 million active companies in Brazil, almost 99% are SMEs, showing their relevance as they employ more than 50% of the economically active population and represent about 40% of the national GDP.

The future of SMEs requires a vision focused on adaptation, resilience, and positive societal impact. To survive and thrive, it is crucial to maintain financial health, seek positive social impact, and be adaptable to market changes.

Issues such as sustainability, ESG, inclusion, and diversity will not only become requirements but will also influence the differentiation and reputation of companies.

Therefore, in the face of a challenging scenario, Brazilian entrepreneurs seek to adapt, learn continuously, overcome barriers, and contribute to a more inclusive, diverse, and prosperous ecosystem.

## Data

Distribution of Brazilian Entrepreneurs by Gender:

Gender	2011	2012	2013	2014	2015	2016
Male	51.4%	50.4%	47.8%	48.8%	51%	51.5%
Female	48.6%	49.6%	52.2%	51.2%	49%	48.5%

For businesses operating for at least 3.5 years, the gender gap is slightly larger.

Gender	2011	2012	2013	2014	2015	2016
Male	56.9%	56.0%	57.8%	54.9%	55.7%	57.3%
Female	43.1%	44.0%	42.2%	45.1%	44.3%	42.7%

Distribution by Age Group:

Business	18 to 24 years	25 to 34 years	35 to 44 years	45 to 54 years	55 to 64 years
Initial (up to 3.5 years)	19.7%	30.3%	22.9%	16.6%	10.4%
Established (over 3.5 years)	6.2%	17.9%	30.1%	26.5%	19.2%

Therefore, there is no proven obligation to start very young. In fact, it is clear that age is not a barrier to entrepreneurship, as all age groups have some representation. Perhaps maturity is even an important ingredient, considering that many people have gone through previous experiences that did not work out before achieving success with their current businesses.

Educational Level	Initial Businesses	Established Businesses
Incomplete Primary Education	27.4%	29.2%
Complete Primary & Incomplete High School	19.9%	26.2%
Complete High School & Incomplete Higher Education	46.6%	38.1%
Higher Education & Advanced Degrees	6.3%	6.4%

One of the study's conclusions is that low educational attainment is one of the factors responsible for the high failure rate of Brazilian enterprises. Being an up-to-date professional with diverse skills makes a significant difference in this context.

The information on the profile of Brazilian entrepreneurs shows that most people involved in businesses do not belong to the wealthiest classes of society.

Household Income (in minimum wages)	Initial Businesses	Established Businesses
Up to 1	13.7%	9.7%
1 to 2	28.8%	21.1%
2 to 3	28.5%	29.2%
3 to 6	25.4%	34.6%
More than 6	3.5%	5.3%

These data highlight that most Brazilian entrepreneurs come from lower or middle-income classes, underscoring the role of entrepreneurship as a means of financial mobility and economic development.

### 2.3 Women's entrepreneurship

Women's entrepreneurship in Brazil has been a catalyst for social, economic, and cultural change. Female entrepreneurs not only lead businesses but also act as agents of innovation, courage, and transformation. According to Sebrae, over 10 million women manage their own businesses, representing 34% of all enterprises in 2022.

Despite progress, women face significant obstacles. Most start businesses out of necessity, and while the number of hires by women entrepreneurs has grown, nine out of ten still manage their companies alone. Veronica Lima, State Manager of Women's Entrepreneurship at Sebrae-SP, highlights persistent gender inequality in business, with lower representation in leadership positions and difficulty accessing funding.

Several challenges stand out in the landscape of women's entrepreneurship in the country. Bureaucratic hurdles, high taxes, and tax complexity are often cited as barriers. According to the We Cities study, only São Paulo ranks among the 55 most favorable cities for women entrepreneurs, underscoring restricted access to capital and investor limitations as obstacles.

Lack of funding is one of the main challenges, as financial institutions tend to favor male entrepreneurs. Additionally, female entrepreneurs face gender stereotypes that affect their business credibility, coupled with the multiple burdens of work, domestic responsibilities, and family care.

Making society more inclusive for women entrepreneurs is essential. Teaching gender equity from an early age, providing equal opportunities in education and careers, and valuing diversity and female inclusion—especially after motherhood—are crucial steps. Affirmative actions, equal pay, performance management, and post-maternity leave support are measures that promote equality.

The path to success in women's entrepreneurship requires skills such as initiative, innovation, resilience, communication, and leadership, alongside a solid business plan. Building a network of contacts and tackling challenges with a balance between work and personal life are vital aspects for the growth of businesses led by women.

Encouraging women's entrepreneurship not only promotes gender equality but also drives economic development. Providing opportunities for women entrepreneurs is crucial for leaving abusive relationships, achieving financial independence, and contributing to economic growth, positively impacting society as a whole.

### **3. Context**

#### **3.1 Internal company perspective: Key Employee Insights**

To deepen the brand strategy project, the team conducted interviews with coordinators and leaders from various departments to understand internal perceptions regarding five crucial areas: expectations, market, culture, purpose, and positioning. The goal was to paint a comprehensive picture of employees' collective vision of the company.

During the interviews, confidentiality was prioritized, creating a safe space for employees to share their perspectives freely. The compilation of these responses resulted in a broader and more detailed understanding of how the leadership team perceives the organization in terms of its strategic development.

This approach provided valuable insights into expectations for the strategy project, the company's market view, internal culture, organizational purpose, and how the brand is perceived and desired both internally and externally.



Thus, analyzing the interviews provided a holistic view, gathering varied perspectives and aligning strategic goals with the internal understanding of the company. The compiled responses are presented below:

### **3.1.1 Expectations for the Strategy Project**

In this section, employees shared their expectations regarding the brand strategy and positioning project. They discussed how clear positioning can strengthen the company's identity, influence commercial strategies, expand the brand into new regions, and highlight the technological innovation behind the services offered.

*Key points:*

1. **Enhanced recognition and credibility:** Position the brand to provide greater clarity for customers, partners, and investors, building stronger trust and credibility.
2. **Internal alignment and clarity:** Ensure that everyone understands and consistently communicates the brand's values and objectives to avoid discrepancies and maintain a uniform message.
3. **Impact on commercial strategies:** Clearly defining the positioning will directly influence communication strategies, language, priority marketing channels, and sales processes to reach the target audience.
4. **Facilitating expansion:** A clear brand identity will simplify the process of expanding into new regions and consolidating the company in the market.
5. **Technological Differentiation:** Highlight the innovation behind the services, emphasizing the uniqueness of Enliv's technology and platform.
6. **Unique positioning:** Create a statement that reflects the company's purpose, making it easier to identify Enliv in the market and emphasizing its competitive differentiation.
7. **Increased customer conversion:** Strengthen the brand to attract and convert customers aligned with Enliv's values and goals, simplifying the conversion process.

*Points of Attention:*

1. **Consistency in brand positioning:** The importance of maintaining consistency across all areas of the company, ensuring alignment in brand positioning.
2. **Challenges of a new brand:** The critical need to consolidate the identity of Enliv, as a young company, to overcome challenges related to expansion and, more importantly, differentiation in the energy market.

Employees emphasized the importance of strengthening the brand identity to gain recognition, credibility, and facilitate expansion. They highlighted the need to align the team, differentiate the company through its technological innovation, and establish a strong positioning for Enliv.

### 3.1.2 Market

#### a) Market niche and customer segmentation

In this section, employees described the market niche Enliv serves, identifying customer groups and targeted segments. They highlighted a preference for small to medium-sized clients, particularly in the food and retail sectors, focusing on merchants and business owners.

##### *Key Points:*

1. **Focus on small to medium-sized businesses:** Emphasis on commercial clients such as restaurants, stores, and small industries.
2. **Food and retail sectors:** Recurrence in the food sector, with clients predominantly aged 30-50 and with established market ventures.
3. **Diverse customer base:** Need to expand the base, including both individuals and businesses, with franchised companies seen as an opportunity.
4. **Geographic segmentation:** Variations in customer profiles across regions, with a current focus on Paraná, more formalized clients in Pernambuco, and more educated consumers about the business in Minas Gerais.

#### b) Market gaps and underserved segments

This section explores market segments that competitors are not adequately serving. Employees shared insights into gaps and opportunities, pointing to groups or niches that lack sufficient attention from competitors. Their observations offer valuable perspectives on areas the company could target or improve to fill these gaps.

##### *Key Points:*

1. **Small accounts and franchises:** Identification of underserved niches such as small accounts and franchises, suggesting opportunities for expansion.
2. **Smaller consumers and businesses:** Opportunities to cater to small businesses and households, addressing gaps left by competitors.
3. **Specific niches:** Potential exploration of specific niches, such as consumers and electric vehicle owners seeking charging infrastructure.

#### c) Perception of Enliv's brand and value for clients and partners

This section discusses employees' perceptions of the brand and the value it represents to clients and partners. They shared their interpretations of how the brand is viewed externally, emphasizing positive elements identified by clients and partners. These responses provide insights into valued attributes, the brand's appeal, and its market positioning, influencing client and partner decisions.

##### *Key Points:*

1. **Electricity bill discounts and ease of process:** Recognition of bill discounts as the main attraction for clients, alongside the simplicity and ease of the contracting process.
2. **Emphasis on clean energy and sustainability:** Perception of the brand as sustainable, offering clean energy that appeals to both clients and partners.
3. **Reliability and trust in the brand:** Highlighting the trust conveyed by the brand, based on market experience and the assurance of returns for plants and discounts for consumers.
4. **Need for clarity in communicating value:** Identified the need for greater clarity in communicating the value offered, particularly regarding electricity bill discounts.
5. **Attraction to financial benefits and sustainability:** Acknowledgment of Enliv as a sustainable company, even though clients' primary initial interest lies in the financial savings provided.

By analyzing various perceptions shared by employees about the market, it becomes evident that the company predominantly serves a small to medium-sized segment, especially in commerce and food sectors. However, the potential to cater to small accounts and households, as well as the opportunity to explore less-tapped niches like the franchise market, were highlighted. These insights reveal areas where the company can focus its efforts to broaden its scope and fill gaps unaddressed by competitors.

### 3.1.3 Culture

#### a) Internal culture, principles, and values

This section addresses perceptions of Enliv's internal culture, highlighting openness to participation, a focus on personal development, team interactions, and the need for more integrated communication across departments.

##### *Key Points:*

1. **Participation and autonomy:** An open culture with room for opinions, autonomy, and respect for individual contributions, though challenges exist in discussions with individuals who haven't embraced the culture.
2. **Personal development and business ethics:** A focus on personal growth, trust in individual capabilities, belief in the company's added value, and adherence to business ethics.
3. **Internal communication and pre-alignment:** Identification of a need for more integrated communication among teams and pre-alignments to improve meeting and planning effectiveness.

#### b) Alignment of internal and external culture

This segment highlights perceptions of alignment between the company's internal culture and its external representation. Employees discussed whether internal messages, values, and actions consistently reflect the external image, while pointing

out challenges in clear and consistent communication of organizational values and culture.

*Key Points:*

1. **External perception of brand values:** External recognition of service quality, the benefits of clean energy, and business ethics as values associated with the brand.
2. **Challenges in communication clarity:** Difficulty in clearly communicating the company's values and culture, affecting both external and internal perceptions.
3. **Alignment in meetings and external communications:** Challenges perceived in consistently conveying positioning and values during negotiations with major partners.

By analyzing employees' perceptions of the internal culture, harmony is observed between values such as autonomy, trust, and personal development. The company values everyone's participation, freedom of opinion, and individual responsibility within the workplace. However, opportunities for improvement were also identified, such as the need for greater alignment among teams and encouragement of integrated communication. Some employees suggested greater transparency in guidelines and strengthening a sense of ownership, promoting a culture more aligned with the company's overall objectives. These aspects can be explored to enhance internal cohesion and further align internal operations with the company's external perception.

### **3.1.4 Purpose**

#### **a) Purpose of Enliv**

This section explores Enliv's purpose beyond profit. Employees' responses addressed the company's core mission and its extensions, ranging from democratizing access to clean energy to promoting sustainable practices in its operations.

*Key Points:*

1. **Democratizing access to clean energy:** All employees recognize the central purpose of Enliv as democratizing access to clean energy. This purpose is viewed as the company's essence, reflecting its efforts to deliver tangible benefits to consumers, businesses, and the ecosystem.
2. **Positive social and environmental impact:** There is a consensus on the importance of making a positive impact on society and the environment. This includes helping people save money, improving quality of life, and addressing Brazil's social and economic challenges.

*Points of Attention:*

1. **Variety of interpretations:** While most agree on the company's main purpose, there are nuances in its interpretation. Some employees place greater emphasis on consumer savings, while others focus more on environmental sustainability.

2. **Need for clarity:** Some employees mentioned the need for more effective communication of Enliv's purpose to consumers.

The responses converge on the importance of democratizing access to clean energy as Enliv's core. Sustainability, improving quality of life, and supporting Brazilians during economic crises also emerge as key components of the company's purpose. The diversity in interpretations highlights the need for clearer communication to effectively convey this purpose to consumers and society.

## **b) Employee motivation through the brand**

This section explores how the Enliv brand motivates its employees by providing them with a sense of purpose. The responses revealed the relationship employees have with the company, highlighting what motivates them and makes them feel connected to the brand's mission.

### *Key Points:*

1. **Shared vision:** Employees feel motivated by the company's shared vision, where they can contribute their ideas to a modern, dynamic company with a broader purpose.
2. **Personal development:** The brand offers employees opportunities for personal growth, encouraging them to believe in the company's purpose and allowing them to grow professionally while contributing to Enliv's success.

### *Points of Attention:*

1. **Intrinsic and extrinsic motivation:** A mix of intrinsic motivations, such as alignment with the company's purpose, and extrinsic motivations, such as recognition and career opportunities.
2. **Diversity of perspectives:** Employees' motivations vary, from the desire to improve people's quality of life to feeling ownership and satisfaction in contributing to sustainable solutions.

Employees' responses reflect a diverse range of motivations, blending personal views with the company's purpose. Alignment with the shared vision, opportunities for personal development, and the feeling of being part of something meaningful emerge as key factors driving employee motivation. This diversity emphasizes the need for a multifaceted approach to engage employees and maintain their enthusiasm.

## **3.1.5 Positioning**

### **a) Messages or actions the brand aims to build but has not yet achieved:**

In this section, managers and leaders shared observations on aspects of the brand's identity that are not yet fully developed. These are points that, according to them,

deserve greater emphasis to strengthen the company's presence and clearly communicate its values and impact.

*Key Points:*

1. **Regional recognition:** Despite expanding to more states, the company has not consolidated its recognition in the regions where it operates. It needs to establish itself as a reference point by focusing efforts on specific regions to strengthen the brand.
2. **Highlighting environmental benefits and results:** The perception is that the company is not maximizing communication about the environmental and economic benefits provided to customers. Greater emphasis is needed on the positive impact, savings generated, and achievements realized.
3. **Clarifying the business model:** There is concern that the business model is not being sufficiently communicated or understood externally. A clearer strategy is needed to explain the concept of distributed generation and the company's operations.
4. **Internal organization visibility:** While the company is described as being organized, this organization is not demonstrated externally. The company needs to find ways to showcase its internal structure to potential partners or investors.
5. **Focus on sustainable and environmental actions:** Although sustainability is implicit in the company's communication, there is a lack of concrete actions in this area. Activities promoting sustainability should be undertaken and highlighted more visibly.

Analyzing the responses provided, there is a demand for greater clarity and emphasis on certain aspects the brand wants to communicate. Highlighting benefits, clarifying the business model, strengthening regional recognition, and emphasizing sustainability are critical points identified by leaders as essential for the company's growth and recognition.

**b) Undesirable brand messages or perceptions**

In this section, managers and leaders shared concerns about messages or perceptions associated with the brand that do not represent its intended identity or values. These are aspects that need to be corrected or clarified to avoid misunderstandings about the company.

*Key Points:*

1. **Misalignment between departments and client communication:** Concerns about a lack of communication and alignment between departments, which can lead to clients perceiving a lack of information. This can cause insecurity and doubts about the company's commitment.
2. **Perception of being a scam or unreliable company:** Some initial interactions may generate distrust or associations with scams due to the public's lack of

understanding of the services offered. The messaging around “plant leasing” may lead to misinterpretations.

3. **Lack of clarity about target audience and market:** A need to better clarify the target audience and the market the company serves. This could reduce the perceived distance by potential clients and minimize distrust.
4. **Distrust stemming from isolated incidents:** Some isolated incidents, such as technical billing issues, have led to distrust and may have negatively impacted the company’s image.
5. **Difficulty in prospecting external clients:** The market’s resistance to accepting proactive approaches from the company generates distrust and the impression that the company appears unreliable when attempting to prospect clients.

Reviewing the responses provided, it is clear that correcting misunderstandings and providing more clarity in areas where the brand is misinterpreted is essential. Aligning communications, clarifying the business model, and improving the perception of reliability are critical areas that require attention to strengthen the company’s positive and authentic image.

## 4. Business

We refined our approach to enhance the brand strategy by prioritizing workshops focused on four key areas. The main emphasis was placed on the business area, recognizing the fundamental importance of aligning the entire team in understanding the market and the company’s operations.

During these workshops, we conducted specific exercises that provided valuable insights into the company’s internal perception, its objectives, and market positioning. These moments of reflection revealed crucial perspectives on how each team member understands our business and its impact on the market in which we operate.

### 4.1 The 3 (+1) questions – "The Brand Gap by Marty Neumeier"

Here, we address one of the fundamental aspects of a brand’s existence and recognition: the ability to answer the critical questions outlined by Marty Neumeier.

- 1) Who are you?
- 2) What do you do?
- 3) Why does it matter?
- 4) Who cares?

In a world flooded with information, our brains act as filters, separating the essential from the excessive, ensuring only the most relevant captures our attention.

"We are Enliv Energia, a company dedicated to democratizing access to clean and more affordable energy for Brazilians. Our primary focus is to facilitate access to sustainable and economical energy by connecting power plants to consumers and providing a cheaper, renewable alternative.

The importance of our work is twofold: generating savings for our customers and contributing to the planet's sustainability. By enabling lower energy costs, we help businesses remain competitive and alleviate the financial burden for many families, reducing the economic impact of electricity bills. Additionally, we actively promote the use of renewable energy, which is essential for climate and biodiversity stability.

Our customers, including business owners, end consumers, and power plant owners, are directly impacted and care about our services. For them, we offer economical and sustainable solutions. We are also concerned about future generations and the environment, as our activities directly reduce greenhouse gas emissions and preserve ecosystems.

In summary, Enliv Energia is a company committed to providing more accessible, sustainable, and economical energy to homes and businesses, positively impacting the lives of all energy consumers.”

This text compiles and integrates the perspectives of coordinators regarding Enliv Energia, unifying their views on the company's identity, operations, and significance in the clean and accessible energy market.

## 4.2 Market Analysis

When analyzing the market in which we operate, we observed a series of distinctive elements that shape and influence the environment:

1. **Competition based on discounts:** Price/discount competition is a predominant factor in this market, leading to intense rivalry among players.
2. **Distrust of the business model:** A degree of skepticism is associated with the business model, requiring greater effort to build trust and credibility among consumers.
3. **Importance of proximity:** Proximity to both the end consumer and business partners is crucial for success.
4. **Relevance of partnerships with established brands:** Collaboration with well-known and recognized market brands is a decisive factor.
5. **Customer experience:** The importance of customer experience is evident, highlighting the need for quality and satisfactory service.
6. **Technical trust and consumer acquisition:** For power plants, technical trust and customer conversion are highly valued aspects.  
**Simplicidade contratual:** A simplicidade do contrato em relação aos concorrentes é um diferencial significativo.
7. **Contract simplicity:** Simpler contracts compared to competitors represent a significant advantage.
8. **Lack of sustainable actions:** The market lacks significant initiatives related to sustainability, despite its presence in discourse.
9. **Challenges faced by entrepreneurs:** Entrepreneurs face considerable challenges, from surviving and paying bills to dealing with fiscal and investment issues.



10. **High tax burden:** Numerous fees and taxes present a significant challenge in the market.
11. **Lack of clarity in offerings:** Discrepancies between what is promised and what is delivered are a recurring issue, leading to a lack of consumer trust.
12. **Gap between sustainable discourse and action:** A perceptible gap exists between companies' sustainability narratives and their actual practices.
13. **Understanding the impact of energy savings:** A deeper, more tangible understanding of how energy savings affect people's lives is essential.
14. **Technology as a differentiator:** Technology stands out as a critical differentiator, essential for offering consumers a better quality of life.

These elements outline a complex and challenging landscape, demanding specific strategies to address the nuances and demands of this competitive and ever-evolving market.

### 4.3 Goal Alignment

Aligned with our growth projections and strategic development, we have established clear goals for different timelines that will guide our progress in the coming years.

In the next six months, our focus is on consolidating our sales operations, ensuring our sales channels are fully operational. Our goal is to secure a stable recurring revenue stream during this period and implement and refine essential processes and technologies representing the initial version of our operational environment. We aim to achieve effective management of clients and partners, strengthening the foundation for expansion.

Looking toward a one-year horizon, our goal is to transition to a scalability phase, concentrating efforts on expanding our client portfolio. In the distributed generation (GD) area, we aim to establish an efficient and robust operational model while exploring the activation of the free energy market model. Improving our technological solutions will remain a priority.

In a broader five-year horizon, we aim to establish ourselves as a central reference point for solutions focused on clean energy and sustainability. Our objective is to go beyond merely being an energy supplier, transforming into a hub of innovative and sustainable solutions, actively contributing to a more conscious and energy-efficient future.

These goals outline our trajectory and guide us in the continuous pursuit of operational excellence, sustainable growth, and leadership in the renewable and sustainable energy sector, strengthening our position as a positive change agent in the energy industry.

### 4.4 Main Objective

Our main objective is to become a hub of excellence in clean energy and sustainability

solutions over the next five years. This involves diversifying and innovating our services, establishing market leadership, generating positive environmental and social impact, promoting awareness and education on renewable energy, and ensuring operational excellence in every aspect of our services. This goal will guide our actions toward a more sustainable and energy-efficient future.

#### 4.5 Key Points of Attention

1. **People are essential:** Recognize the crucial role of people in executing and succeeding in the project. Having an excellent product is essential, but it is the people who bring it to life and represent the brand in the market.
2. **Poor communication:** The lack of communication and alignment significantly hindered development. Clear and effective communication is the backbone of any successful project.
3. **Disorganization and prioritization:** Handling multiple demands and tight deadlines without a clear prioritization strategy led to disorganization and, consequently, difficulties in meeting objectives.
4. **People management and leadership:** The responsibility for guiding activities and managing teams is critical for success. Effective leadership is essential to keep the team aligned with goals.
5. **Lack of unity and teamwork:** The lack of collaboration and an excessive focus on individuality at times negatively impacted the efficiency of teamwork.
6. **Aligned and clear processes:** Well-structured, aligned processes with transparent information are crucial to meeting demands and keeping the organization running efficiently.
7. **Strategic vision and adaptability:** Staying alert to the market, trends, regulations, and metrics is essential to guide the brand strategy and ensure adaptation to changes.
8. **Balance between capacity and objectives:** Avoiding an excess of activities or unattainable goals is essential to maintain a balance between operational capacity and established objectives.
9. **Agility and startup mindset:** Delays in taking action and the absence of an agile mindset can slow down decisions and execution, hindering project progress.

#### 4.6 Business Model Canvas

1. **Market segments:** Enliv Energia focuses on three distinct segments: Distributed Generation (GD) for low and medium voltage, serving residential consumers, small industries, commercial establishments, office buildings, among others. In the Free Market, the company targets high voltage, offering services to large establishments, hospitals, medium and large industries, condominiums, among others. Additionally, Enliv is also dedicated to serving power plants, especially individuals interested in investing and engineers.
2. **Customer relationship:** The strategy of Enliv Energia is to build close and reliable relationships. Initially, this relationship is less technical, facilitating the understanding of the business. Later, there is a more reactive approach, being available when necessary. This relationship is described as recurring, close,

- reliable, human, partner-like, precise, and ethical, characterized as current, authentic, and informative.
3. **Channels:** The communication channels are varied, including social networks, Instagram, telephone, WhatsApp, commercial representatives, email, chat, as well as participation in industry fairs and events.
  4. **Value proposition:** The value proposition of Enliv Energia is centered on energy savings, offering more affordable electricity bills, financial stability, competitiveness for customers, and promoting consumers' quality of life. In addition, energy freedom, sustainability, and education on sustainable energy are key elements of the company's proposal.
  5. **Key activities:** The key activities include the management of power plants, the administration of consumer units, as well as the active prospecting of partners, consumers, and power plants to ensure efficient operation and a diversified portfolio.
  6. **Key resources:** Enliv Energia relies on established contracts and energy credits generated by power plants, a solid relationship with energy concessionaires, a qualified team, technology, and a platform that allows for efficient management and business operations.
  7. **Key partnerships:** The company establishes partnerships with commercial representatives who use their customer base and commercial knowledge to earn commissions, partner companies that offer our services as extra benefits to their customers, and power plants that generate renewable energy credits to be managed.
  8. **Revenue streams:** The main source of revenue currently is the percentage obtained from customer invoices, in which Enliv Energia offers a discount on the electricity bill, generating profit from this. In addition, the management and commission of power plants also represent a source of revenue. The company sees potential future revenue from its platform as an independent product.

These elements represent a detailed view of Enliv Energia's business model, showing how the company structures itself to serve its different market segments, relate to its customers, use its communication channels, deliver its value proposition, carry out essential activities, make use of key resources and partnerships, and identify its main revenue sources in the energy market.

## 5. Audience

### 5.1 Market segment

The understanding of the target audience begins with the market segments, the first stage of filtering. For this, we answer the following questions:

#### *a. Who is the brand's consumer?*

The brand's consumers are both individuals and legal entities (CNPJ) that use energy in their homes or businesses. They seek a sustainable and more affordable energy alternative.

#### *b. Which industries does the brand operate/will operate in?*

The company operates and intends to expand its operations in the renewable energy industry, specifically in the distributed generation market and the free energy market. This focus reflects its commitment to sustainable energy.

***c. Which market segments does it serve/plan to serve?***

Enliv Energia has a broad reach, primarily serving small and medium-sized business owners who seek ways to save and opt for sustainable energy solutions. Additionally, it has a significant presence in residences, condominiums, and large companies in the free market.

***d. What is the company's business model?***

The business model of Enliv Energia is based on the subscription of renewable energy in the distributed generation and free energy markets. This subscription reflects an innovative approach to energy supply, promoting sustainability and accessibility for its customers.

This understanding of market segments allows Enliv Energia to direct its strategies to meet the needs and demands of a broad spectrum of consumers, promoting renewable and sustainable energy in different sectors and for various types of clients.

## **5.2 Empathy map**

Based on the responses to the empathy map filled out during the workshop with the coordinators, we can better understand the profile of our consumer, understanding their pains, gains, behaviors, and perceptions in different areas:

1. **WHO are we empathizing with?** The consumers we want to understand represent a variety of profiles: small and medium-sized business owners who seek to survive financially or families that seek greater financial stability and energy comfort. For the most part, they are concerned about fees, taxes, and competition. There are also people interested in contributing to sustainability and even consumers who may not be aware that they can save on their energy bills.
2. **What do they need to DO?** This audience needs to make strategic decisions, such as trusting our company, signing contracts, providing the necessary data, and investing with the savings generated. They seek to differentiate themselves in the market, trust the service offered, improve financial management, and have more credit available.
3. **What do they SEE?** They observe large corporations competing, renewable energy being presented as a business benefit, sustainability and clean energy highlighted in the media, competitors installing solar panels, and some fraudulent companies.
4. **What do they SAY?** Consumers express a range of concerns and doubts, questioning not only the effectiveness of the service offered but also its profitability and the credibility associated with the company or business model. There are fears of being part of a scam or scheme, as well as frequent inquiries about the impact on the customer and the possibility of additional costs. These

questions reflect the need for transparency, clear communication, and a deeper understanding of the benefits and reliability of the service offered by the company.

5. **What do they DO?** Currently, consumers deal with loans, installments, and financing, have debts with suppliers, deal with poor financial management, and even lay off employees. When possible, they invest in courses and specializations.
6. **What do they THINK and FEEL?**  
**PAINS:** They feel a sense of urgency to sign, distrust of the delivery of the promised service, lack of proximity and communication, fear of closing their businesses, and the inability to pay employees.  
**GAINS:** They want quality services, commitment to what was promised, close support, to receive discounts, resolve their debts, have more credit available, expand their businesses, and achieve success.

With this information, it is possible to outline a more detailed profile of the Enliv Energia consumer, focusing on their needs, desires, and expectations to offer solutions that are more aligned with their demands and aspirations.

### 5.3 Personas

#### *Persona 1: Innovative Entrepreneur*

1. **Name and age:** Juliana Silva, 38 years old.
2. **Demographic info:** Woman, divorced, mother of one child, lives in São Paulo.
3. **Type:** Fearless and Resilient Entrepreneur.
4. **Audience segment:** Female Entrepreneurship.
5. **Bio:** Owner of an innovative gym in São Paulo, Juliana combines her passion for fitness with a sharp entrepreneurial spirit. After earning her MBA in Business Management, she turned a dream into reality: a gym that goes beyond physical health, promoting well-being and empowerment, especially among women. Her journey is marked by overcoming challenges and a commitment to gender equality in the workplace. Active in support networks for women entrepreneurs, she is an influential voice in the community, encouraging other women to pursue their professional dreams.
6. **Quote:** "Success is the sum of small efforts, repeated day after day."
7. **Media used:** Instagram, LinkedIn, female entrepreneurship groups on Facebook, webinars, and podcasts on leadership and management.
8. **Key tags:** #Entrepreneur #FemaleLeadership #OvercomingChallenges #BusinessManagement
9. **Goals:** Expand her gym, introduce new training and well-being modalities, and be recognized as a reference in the sector.
10. **Needs:** Efficient management solutions, access to support networks and mentorships, networking, updates on market trends, platforms to share knowledge and experiences.

11. **Desires:** Inspire other women to become entrepreneurs, create a gym environment that serves as a support and well-being community.
12. **Fears:** Fear of not keeping up with the pace of market innovation and the possibility of losing customers to financially stronger competitors.

### ***Persona 2: Traditional Entrepreneur***

1. **Name and age:** Carlos Eduardo Rocha, 52 years old.
2. **Demographic info:** Man, married, father of two children, lives in Belo Horizonte.
3. **Type:** Practical and Experienced Entrepreneur.
4. **Audience segment:** Traditional Entrepreneurs.
  
5. **Bio:** Carlos is the owner of a construction materials store in Minas Gerais. He inherited the family business and has been in the market for 25 years. Reserved when it comes to new technologies and management methods, he values personalized service and customer loyalty. Carlos faces financial challenges due to competition and economic changes but remains firm in his approach to running the business.
  
6. **Quote:** "A good deal is made with trust and a handshake."
7. **Media used:** Local newspapers, television, WhatsApp.
8. **Key tags:** #Tradition #FamilyBusiness #LocalBusiness #Finance
9. **Goals:** Keep the store profitable and competitive, preserve the family legacy, and improve operational efficiency.
10. **Needs:** Strategies to modernize the business without losing its essence, tools for more efficient financial management, and further customer loyalty.
11. **Desires:** Financial stability, local recognition as a trustworthy business.
12. **Fears:** Being overtaken by more modern competitors, failing to adapt to new market demands, and losing the personal connection with customers.

### ***Persona 3: Young and Connected Entrepreneur***

1. **Name and age:** Marina Ribeiro, 28 years old.
2. **Demographic info:** Woman, single, no children, lives in Recife.
3. **Type:** Modern and Connected Entrepreneur
4. **Tipo:** Empreendedora Moderna e Conectada.
5. **Audience segment:** Young and Modern Entrepreneurs.
  
6. **Bio:** Marina is the founder of a sustainable fashion boutique in Recife. With a degree in Fashion Design and a strong interest in sustainability, she started her store three years ago, focusing on eco-friendly clothing and ethical business practices. Marina is active on social media, where she shares not only her products but also content related to sustainable fashion and entrepreneurship. She represents a new generation of entrepreneurs who balance passion for their business with a commitment to sustainability and innovation. She is

constantly looking for new trends and ideas to make her business more efficient and aligned with the values of a young and conscious audience.

7. **Quote:** "Entrepreneurship is also about creating a better world through our choices and actions."
8. **Media used:** Instagram, Pinterest, sustainable fashion blogs, podcasts on entrepreneurship.
9. **Key tags:** #ModernEntrepreneur #SustainableFashion #Innovation #EnvironmentalAwareness
10. **Goals:** Make her boutique a reference in sustainable fashion in the Northeast, expand her online store, and create a line of exclusive products.
11. **Needs:** Efficient digital marketing tools, access to information on sustainability and innovation, platforms to connect with other entrepreneurs.
12. **Desires:** Inspire positive change in the fashion industry, promote more conscious consumption, and be recognized as a leader in sustainable fashion.
13. **Fears:** Failing to quickly adapt to consumer trends, losing relevance in the competitive market, and failing to maintain sustainability as the main focus of the business.

#### 5.4 Ideal Consumer

The profile of Enliv's ideal consumer presents a combination of entrepreneurship with a growing awareness of sustainability. They are mostly small and medium-sized business owners, as well as residential consumers who are attentive to cost savings and efficiency, but also value and lean towards sustainable choices. These consumers are looking for solutions that not only reduce their operational and living costs but also align their business practices and consumption habits with more ecological practices.

In Brazil, despite economic and social challenges that often prioritize immediate needs over sustainable initiatives, there is a growing trend of valuing sustainability, especially among younger generations and in specific sectors of the economy. Therefore, Enliv's ideal consumer is someone who recognizes renewable energy as a long-term investment, both for their financial well-being and for the environment. This consumer is informed, active on social media, and seeks companies that offer transparency, reliability, and values aligned with their environmental and social concerns.

They are not only interested in the financial aspect of energy savings but also in the broader impact of their consumption choices, showing a tendency to support businesses that promote a sustainable and ethical cycle. While dealing with the challenges of a complex economic environment, this consumer profile sees sustainability as a way to add long-term value, meeting their immediate needs while contributing to a positive social impact. By focusing on this profile, Enliv not only paves the way for a loyal and conscious customer base but also positions itself as a catalyst, believing in a market in transition toward more sustainable practices.

## 6. Value

In the value stage of our brand strategy, we will establish the premises that will define Enliv Energia's unique proposition. The focus will be on showing how our offer of clean and affordable energy can go beyond mere commercial transactions, as it integrates into a collaborative environment that supports entrepreneurship. We will detail how Enliv will position itself as a strategic ally for our clients' businesses, helping them grow and develop sustainably. This involves not only the supply of energy but also access to a support community, continuous learning opportunities, and practical tools to improve the management and sustainability of their ventures. Our premise is to empower entrepreneurs with resources that enable a conscious and responsible approach, driving social progress and environmental preservation in an integrated way.

### 6.1 Perception Diagram

- 1. Past Perception:** Initially, Enliv Energia stood out as a promising newcomer in the energy market, with a focus on innovation and sustainability. However, it faced difficulties in establishing itself due to an underdeveloped brand identity and communication strategies. Despite being linked to renewable energy, the brand did not clearly convey its market differential.
- 2. Present Perception:** Currently, Enliv is perceived as a company strengthening its position in the market, offering more accessible and sustainable energy solutions. The brand is recognized for its commitment to customer satisfaction but still seeks greater recognition regarding the added value it provides, especially in supporting the growth of clients' businesses and fostering a sustainable business environment.
- 3. Future Perception:** Enliv aims to be a hub for renewable energy solutions, recognized for driving businesses and generating a positive social impact. The goal is to go beyond offering clean energy, becoming an active agent in the development of Brazilian companies by providing management and education tools focused on entrepreneurship and innovation, as well as cultivating a strong support network for entrepreneurs to thrive.

### 6.2 Facts, Obstacles, and Opportunities

- 1. Facts:** Enliv Energia operates in a dynamic and growing market, with an increasing demand for renewable energy solutions. We have established a solid customer base that values the savings and sustainability that our service generates. Even without many practical initiatives, the brand is already associated with ecological practices and an innovative vision in energy supply.
- 2. Obstacles and Challenges:** Our main challenges include the need to strengthen the market's understanding of our business model, overcome the distrust caused by fraudulent companies, and deal with the tax burden and bureaucracy that affect competitiveness. Additionally, we need to improve the



communication of our value proposition and strengthen the brand's perception in the market.

3. **Opportunities:** There is a significant opportunity to capitalize on the trend of sustainability and corporate social responsibility. We can leverage the growing interest in sustainable business practices to educate the market about the benefits of clean energy. Furthermore, building an entrepreneurship ecosystem offers the opportunity to create a community of loyal customers who support each other, promoting Enliv as a leading brand in innovation and support for sustainable entrepreneurship.

### 6.3 Value Proposition Equation

Perceived benefits — perceived costs = perceived value

1. **Functional Benefits:** Enliv Energia provides easy access to clean and renewable energy at a lower cost, with an extremely simplified onboarding process. This allows customers to improve the operational efficiency of their businesses or residences while significantly saving on their energy bills, without compromising service quality.
2. **Emotional Benefits:** Enliv's services evoke a sense of satisfaction in consumers as they contribute to a more sustainable and just future, while also offering the emotional comfort that comes from financial savings. The relief of reducing fixed monthly energy expenses translates into well-being, allowing customers to reallocate resources to other areas of life, whether reinvesting in their businesses, improving their quality of life, or enjoying more leisure moments. This tangible savings strengthens the feeling of financial security and personal gratification, amplifying the positive emotional impact of choosing Enliv.
3. **Symbolic Benefits:** By choosing Enliv, customers convey an image of environmental consciousness and innovation. Companies that use our energy can project this concern for the environment, while individuals can symbolize their participation in a movement of people and businesses that value and act in favor of sustainability.
4. **Financial Costs:** Unlike the traditional energy market, Enliv stands out by not imposing additional financial costs for service adoption. Customers start saving without any upfront investment, and the discount on the energy bill already includes Enliv's profit margin. This establishes a notable competitive edge, as the service offers savings with no perceived cost.
5. **Time or Access Costs:** Although the subscription process is fast and digital, the anxiety surrounding the discount, which can take up to three months to be applied, may be a source of concern for customers. This waiting period is an important factor that Enliv must manage efficiently to ensure customer satisfaction and maintain trust.

6. **Psychological Costs:** The main psychological cost associated with Enliv is the initial distrust. The "discount with no cost" model can generate skepticism and fear of being scammed. However, once the discount starts being applied and trust is established, this cost tends to be mitigated. As it is a more accessible option compared to solar panels, it may initially be perceived as a "second-class" choice, but the perception quickly changes as customers realize the added value and benefits of choosing Enliv.

#### 6.4 Brand Perception

Enliv is not just an energy supplier but a growth and sustainable development facilitator for entrepreneurs who see the brand as a strategic partner to achieve their commercial and personal goals. The brand is seen as innovative, transforming the energy market into a field of opportunities for the development of businesses and sustainable practices.

1. **Category:** Enliv Energia operates in the renewable energy sector, focusing on democratizing access to clean and cheaper energy. The brand stands out by connecting entrepreneurship and sustainability, offering an ecosystem that supports and promotes the growth of small and medium-sized entrepreneurs through educational tools, networking events, and an active community of experience sharing.
2. **Culture:** Externally, Enliv is perceived as an innovative and committed company. It is described as an organization that strives not only to provide sustainable energy but also to drive and foster a greener economy. The internal culture is seen as collaborative and development-oriented, with a team that takes pride in working for a company that values innovation and social responsibility.
3. **Community:** Enliv's community brings together people and companies engaged in sustainability and entrepreneurship. Diverse in experience and united by common goals, this community supports each other through platforms and events, sharing knowledge and promoting collective development.
4. **Impact:** By interacting with Enliv, people and companies experience a triple impact: democratized access to clean energy that contributes to environmental sustainability, significant savings in personal and corporate finances, and a stimulus to entrepreneurship through initiatives that foster education, networking, and professional development.

Enliv is not just an energy supplier but a growth and sustainable development facilitator for entrepreneurs who see the brand as a strategic partner to achieve their commercial and personal goals. The brand is seen as innovative and forward-thinking, transforming the energy market into a field of opportunities for the development of businesses and sustainable practices.

## 6.5 Transformation

Incorporating the context of the challenges faced by Brazilian entrepreneurs, the transformation intended by Enliv Energia is even more essential and impactful:

### 1. Emerging Needs

- **Economic Stability:** Energy solutions that provide financial predictability in the face of economic volatility, marked by inflation and fluctuating costs.
- **Operational Simplicity:** Services that cut through bureaucracy and simplify access to renewable energy, tailored to the reality of Brazilian entrepreneurs.
- **Universal Accessibility:** Renewable energy that is viable for all market segments, including small entrepreneurs and residential consumers.
- **Environmental Commitment:** Growing awareness of environmental impact, with demand for energy that combines cost reduction with sustainable practices.

### 2. Point A – Current reality of customers:

- **Daily Challenges:** Entrepreneurs deal daily with a range of obstacles, including high tax burdens, unequal competition, and financial pressures.
- **Insufficient Support:** Lack of recognition and support from financial and government institutions, making it difficult to access credit and expand their businesses.
- **Competitive Pressures:** The need to remain competitive amid rising operational costs, particularly with energy, in contrast to the demand for low prices..
- **Sustainability Dilemma:** Entrepreneurs recognize the importance of sustainable practices but face difficulties in implementation due to costs and complexities.

### 3. Point B – Customer aspirations:

- **Secure Planning:** Desire for a reality where clean and cheaper energy is predictable and accessible, allowing for greater confidence in planning and investment.
- **Business Valuation:** Aspiration for recognition that reflects the vital role they play in the economy, with support that enhances their businesses.
- **Balanced Market:** The pursuit of a business environment that favors fair and sustainable practices, free from excessive bureaucracy and unfair competition.

Enliv Energia aims to transform the challenges of Point A into successes in Point B, offering energy that is not only sustainable and economical but also serves as a pillar of support for business growth and economic stability. The brand is committed to being more than just a supplier but a true partner of Brazilian entrepreneurs, helping to forge a fair and sustainable business ecosystem.

## **7. Brand Platform**

We are engineers of a free and sustainable future.

We aim to create an impact that matters, through an ecosystem of entrepreneurs focused on sustainability and technology.

### **7.1 Brand Attributes**

- Brazilian: plural, resilient, community-oriented, and with a strong sense of belonging.
- Innovative: characteristics of the technology and innovation market, authentic - startups.
- Reliable: friendly, transparent, visionary, and a creator of solutions.

### **7.2 Manifesto**

We are living in a climate emergency. The decisions we make now can ensure a viable future. We have the tools and knowledge necessary to limit global warming. At Enliv, we are here to help society navigate the green transition.

We want to help people, and for that reason, in the socioeconomic field, we provide more autonomy to entrepreneurs. We guarantee, in an extremely simple way, that they save on their electricity bills every month and have more cash available for urgent needs, such as wage increases, business expansion, and the acquisition of new technologies for their companies.

Moreover, we want to ensure they feel more confident and protected in their ventures. For this, we will become more than just their energy suppliers; we will be business partners, supporting their growth.

All of this is done freely. No investments, no sign-up fees, with the possibility of canceling at any time, and with a clear and straightforward contract—no strings attached—because simplicity and ease are part of our DNA.

### **7.3 Purpose**

Enliv was born with the purpose of redefining the relationship between energy and people, establishing a new paradigm where accessibility, sustainability, and innovation are not just ideals but concrete realities in the daily lives of each Brazilian consumer and entrepreneur.

Our driving force is the belief in the democratization of clean energy as a vector for social and economic transformation, and we are committed to making this possible through simplified processes and advanced technologies.

We dedicate ourselves to building a future where every home and business can thrive with energy autonomy, while simultaneously promoting a positive impact on both the environment and society.

#### **7.4 Positioning**

Enliv positions itself as a pioneer at the intersection of renewable energy and entrepreneurship in Brazil. We go beyond providing clean, affordable energy by creating a platform that empowers entrepreneurs to grow and thrive.

Our positioning is inspired by the vision that every kilowatt of energy we provide is a catalyst for innovation and collaboration among entrepreneurs.

We offer not just electricity but also tools, educational content, networking opportunities, and robust support so that our customers not only save on their energy bills but also gain momentum to take their businesses to new heights.

When an entrepreneur thinks of Enliv, they don't just see an energy supplier—they see a strategic ally that offers support and opportunities to help them build and expand their business in a sustainable and integrated way.

#### **7.5 Strategic Differentiation**

Our difference lies in our desire to be more than just a renewable energy supplier. We are builders of an ecosystem where entrepreneurs not only find the necessary support to grow sustainably but also become part of a community that values learning, innovation, and collaboration.

#### **7.6 Key Audiences**

We exist for entrepreneurs seeking support and encouragement. Those who think beyond financial success and aim to contribute to a more sustainable world. Our audience also includes families who choose a more conscious lifestyle and want to align their consumption habits with their environmental and social values.

#### **7.7 Values**

- **Empowerment:** Enable entrepreneurs to achieve independence and innovation through sustainable energy solutions.
- **Community:** Foster a support network that encourages the exchange of knowledge, experience, and opportunities among entrepreneurs.
- **Education:** Commitment to continuous growth, offering educational tools that enrich the entrepreneurial journey of our clients.

- **Conscious Innovation:** Encourage sustainable practices that respect the environment and promote a greener future.
- **Transparency:** Act with openness and honesty, building trust through clear communication and ethical practices.
- **Resilience:** Reflect the strength and adaptability of Brazilian entrepreneurs, overcoming challenges with creativity and determination.
- **Inclusion:** Promote equal opportunities for access to energy and support for entrepreneurship, regardless of gender or background.

## 7.8 Personality

Enliv has a personality that is welcoming and inspiring, reflecting qualities typically associated with feminine strength — a leader who guides with empathy and inspiration:

- **Empathetic:** Enliv listens to and connects with each entrepreneur's story, reflecting a genuine understanding of their challenges and aspirations.
- **Intuitive:** With a sharp perception of business challenges and opportunities, Enliv anticipates trends and offers proactive solutions.
- **Inspiring:** The brand serves as a source of motivation, encouraging personal and professional growth with contagious energy.
- **Communicative:** The brand communicates with clients clearly and empathetically, establishing a relationship of trust and transparency.
- **Creative:** Enliv is innovative and creative, finding unique solutions to complex energy and business challenges.
- **Determined:** With determination and focus, Enliv is committed to making a difference in the energy market and supporting entrepreneurship.
- **Reliable:** As a trusted partner, Enliv is consistent and dependable, delivering on its promises with integrity and care.

## 7.9 Editorial Line

### 1. Entrepreneurship

Our approach to entrepreneurship is to deeply understand the pains and needs of Brazilian business owners, seeking effective solutions to their challenges. We aim not only to identify the problems they face but also to provide practical guidance in crucial areas such as employee management, inventory control, finance, methodologies, marketing, and others.

Moreover, we recognize that our business partners also have their own needs, and we strive to meet the demands of both the entrepreneurs and the representatives or companies that serve end clients.

## **2. Energy Market ("Energés")**

In "Energés," our primary goal is to demystify the complex renewable energy market and provide clarity on technical and regulatory aspects. We aim to be a reliable and honest source of information, ensuring that our readers understand key concepts and have access to the latest news in the sector.

Additionally, we recognize that power plants and partners can benefit from the education we offer, making us a valuable knowledge portal on distributed generation (GD), the free energy market, and regulatory changes.

## **3. Sustainability**

In our sustainability editorial line, we emphasize that sustainability is not just a trend but a necessity for the long-term survival of businesses. We demonstrate how sustainable innovation can be a competitive differentiator and a way to save financial resources.

Moreover, we highlight how sustainability can be used in marketing to position companies positively in the market, showcasing their commitment to the environment and society.

## **4. Enliv Energia**

The Enliv editorial line covers both institutional aspects, such as events, partnerships, and technologies, as well as the promotion of our services. We provide detailed information on the benefits and unique advantages we offer over the competition, using real examples, testimonials, and success stories.

Additionally, we share practical information on how our services work, including distributed generation (GD) and the free energy market, with a focus on sales. We also highlight Grupo ON as an authority in the market and reinforce our brand identity through storytelling.

## **8. Conclusion**

After a detailed journey of introspection and strategic analysis, Enliv emerges with a renewed and robust vision for its operations in the energy market.

This report reflects a journey that goes beyond merely providing renewable energy, embracing a mission of empowerment and innovation.

Enliv is not just redefining how energy is consumed but also how businesses are fueled and sustainable growth is achieved.

In conclusion, this strategic brand report for Enliv Energia outlines a clear path for the company's consolidation and growth in the dynamic renewable energy market.

**Thank you.**

Rafael Macedo

*Brand and Marketing Coordinator*