



INTRODUCING FTI BRUSSELS
**STRATEGIC
COMMUNICATIONS
ENERGY & NATURAL
RESOURCES TEAM**

EXPERTS WITH IMPACT



FTI Consulting is a global business advisory firm dedicated to helping organisations protect and enhance the value of their business in an increasingly complex legal, regulatory and economic environment.

Our Brussels team is made up of strategic advisors with broad EU experience. We bring together communications and government relations experts with world class energy economists and strategists to protect and enhance our clients' reputations, mitigate risk, maximise value and help to build their enterprise value.

A DYNAMIC AND COMPLEX ENERGY ENVIRONMENT

The energy landscape in which your business operates is becoming increasingly challenging. In preparing and adapting your business strategy, your business has to consider a number of issues and newly emerging threats and opportunities.



KEY ENERGY & ENVIRONMENT ISSUES AFFECTING BUSINESS

The energy sector is at the very heart of the global economic debate. Its role as a driver of growth, development and change has rarely been under such intense scrutiny. Today's critical energy challenges – security of supply, affordability, volatile geopolitics and climate change, among others – are no longer merely the concern of industry leaders. They pose fundamental questions for governments across the world and directly affect the lives of every one of its citizens.

- What future role for fossil fuels?
- How will an increasingly interconnected and interdependent European network operate?
- How could increased geopolitical instability impact investment certainty?
- How will decarbonisation impact mobility?
- How should research and development be prioritised to drive innovation and energy efficiency?
- How do we ensure fair competition?
- How do we manage the integration of renewables and technology to ensure smooth and functioning energy system interoperability?
- How does business prepare and protect itself from cyber threats?
- How does business cope with the increasing need for creative solutions alongside rising community activism?
- How can we ensure the long-term efficient use of resources in our society?
- Who will benefit from a transition towards a circular economy?

A RAPIDLY EVOLVING ENERGY LANDSCAPE

“The successful outcome of COP21 has raised hopes and expectations of more concerted global efforts to tackle climate change.”

- International Energy Agency

“We see a broad shift of spending toward cleaner energy, often as a result of government policies.”

- Fatih Birol, Executive Director, IEA

“Energy poverty is at roughly 10% in the EU – we must ensure that this (energy) transition creates jobs and benefits the greatest number of people, not only those who can afford it.”

- Maros Sefcovic, Vice President for Energy Union, European Commission

“On the one hand we have enough proof to confirm that environmental protection can also contribute to generating much-needed new jobs. On the other, we also have to understand that adding layer upon layer of environmental legislation could be economically unproductive.”

– Karmenu Vella, Commissioner for Environment, Maritime Affairs and Fisheries, European Commission

“You can’t see a future global energy system within the framework of the Paris agreement that does not rely more heavily on renewables, and that does not use energy more efficiently than we do today.”

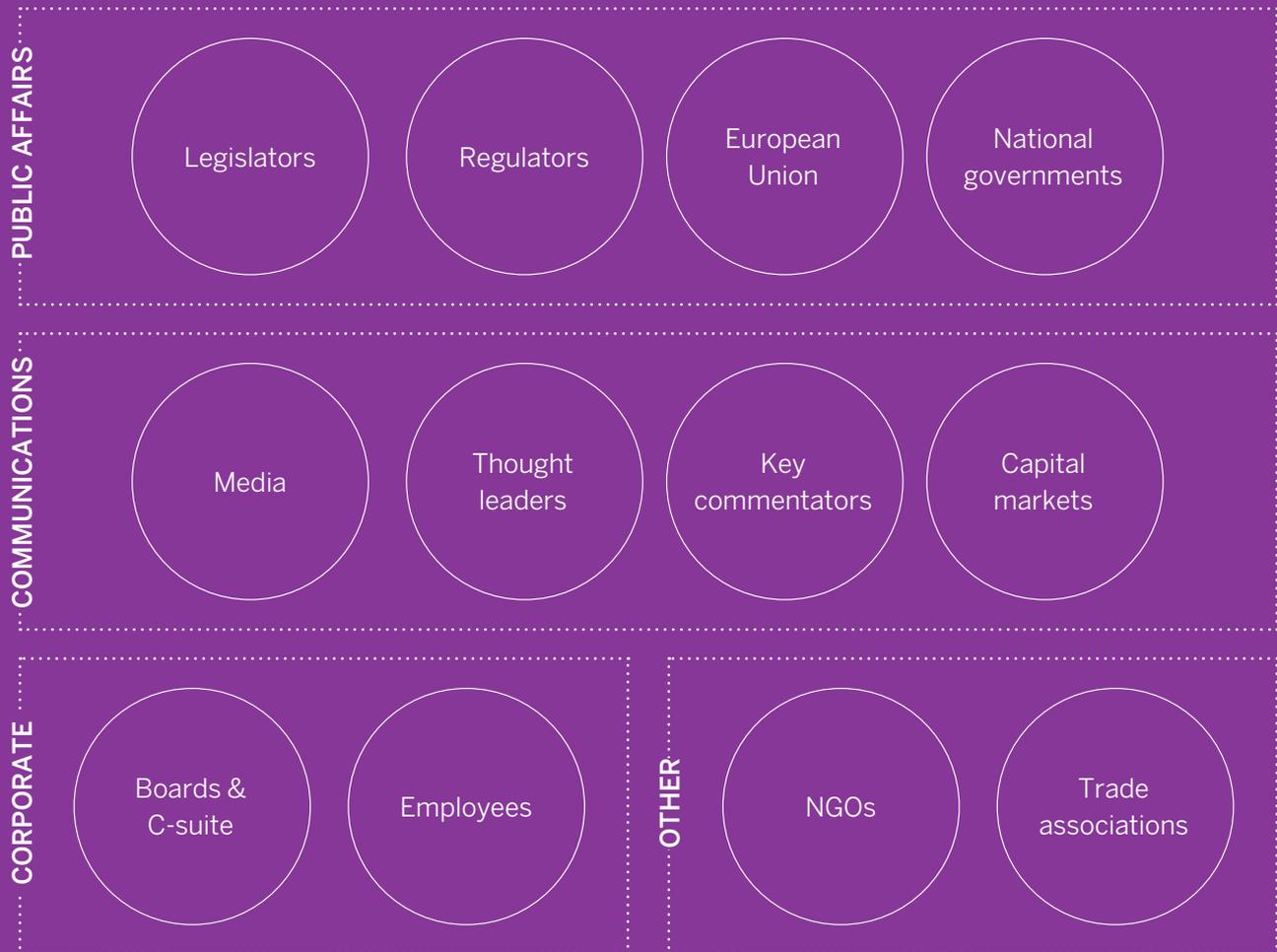
- Tord Lien, Minister of Petroleum & Energy, Norway

“New players are coming into the global energy market, opening new opportunities for the EU’s diversification and security of supply strategies.”

- Miguel Arias Cañete, Commissioner for Climate & Energy, European Commission

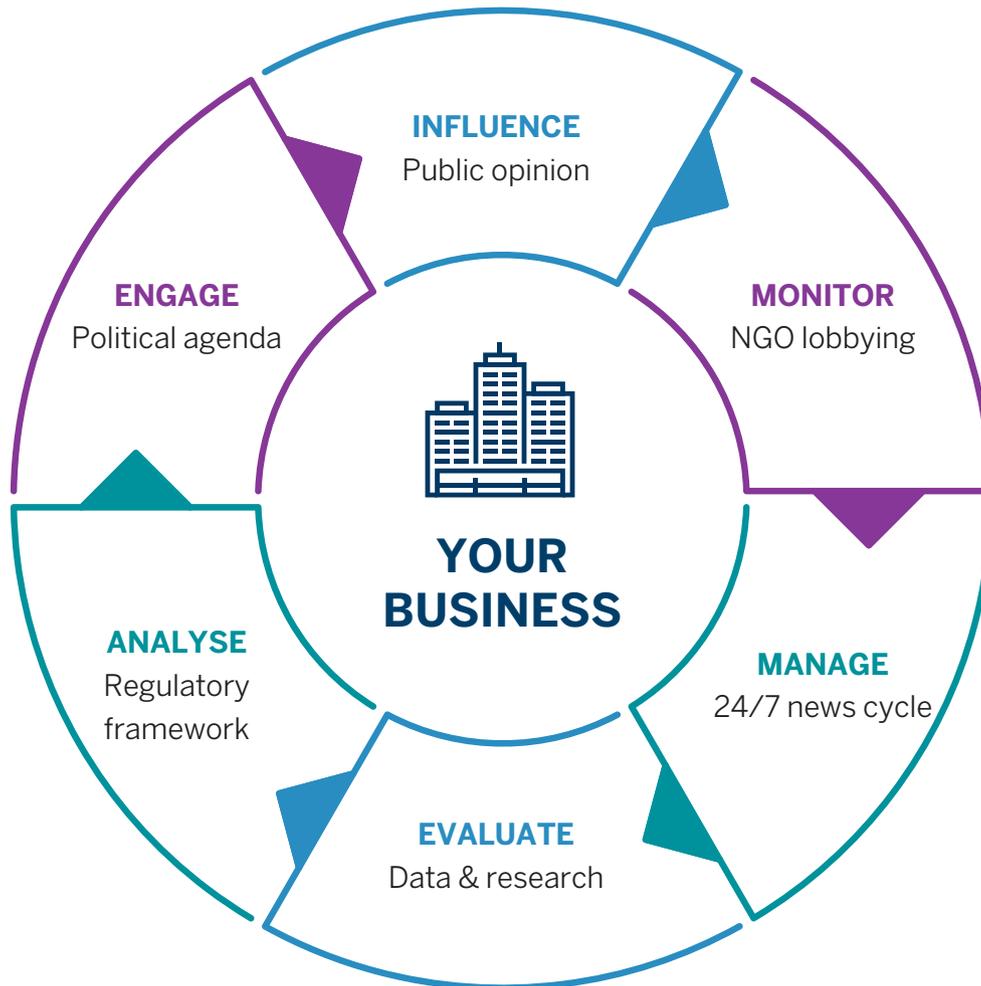
A DIVERSE RANGE OF STAKEHOLDERS

In a post COP21 world and this time of energy transition, energy companies are under heavy scrutiny from a diverse range of stakeholders.



PROTECTING YOUR FUTURE BUSINESS NEEDS

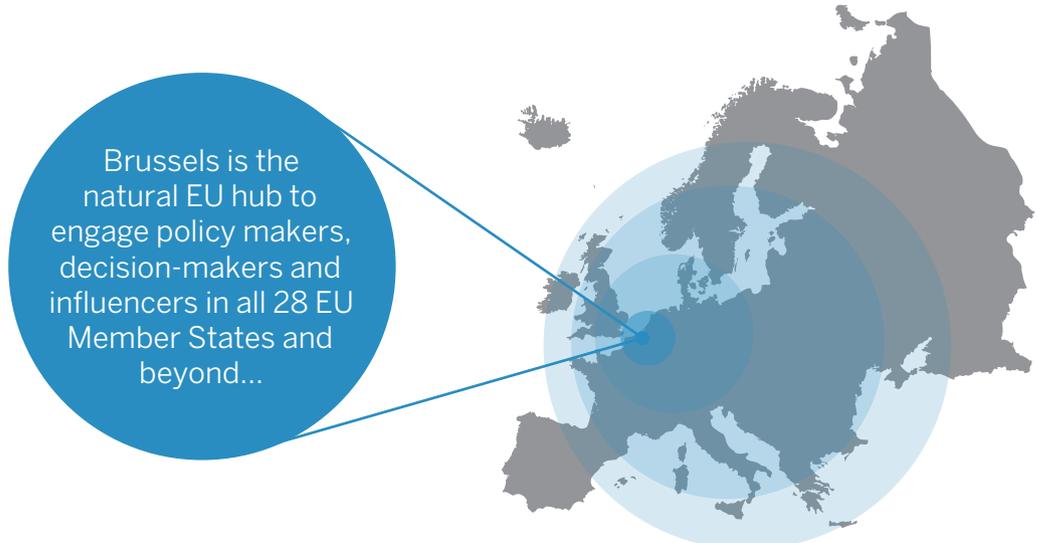
You need to be informed and engage at every level. FTI's comprehensive offering can provide an integrated approach to your business needs beyond public affairs to include media relations, corporate reputation, risk assessment and research.



THE BRUSSELS ENERGY & ENVIRONMENT TEAM

EXPERT UNDERSTANDING OF THE ENERGY SECTOR

Our clients operate across all aspects of the energy industry. We understand the industry – we've worked in it, studied it, defended it and impacted the policies that regulate it.



Brussels is the natural EU hub to engage policy makers, decision-makers and influencers in all 28 EU Member States and beyond...

- FTI Brussels: 70+ consultants, 23 different nationalities & languages
- Our integrated communications advisory team combines public affairs, corporate reputation, competition and political communications
- Strong track record in successfully advising blue chip clients with breadth and depth of expertise across the energy sector
- We deploy a research-driven approach and expertise to solving all high-stakes communications challenges
- 'Best practice' culture based on our thorough understanding of the EU institutions, underlying sector and business issues and the most effective communication solutions
- Our practise has extensive European research funding experience demonstrated by private public partnerships establishment as well as securing EU project funds for energy clients

SPECIFIC AREAS OF ENERGY & NATURAL RESOURCES EXPERTISE

Conventional fossil fuels	New Technologies
Deepwater Exploration	Unconventional fossil fuels
Liquefied Natural Gas	Transport sector
Minerals, Coal & Hard Rock Mining	Electricity Generation & Transmission
Pipelines	Refining & Retail
Chemicals	Renewables
Circular economy	Resource efficiency



WHAT WE DO

We combine experience in public affairs, government relations and communications with deep knowledge of capital markets, economic analysis, and political risk.

We provide clients with expertise to analyze public affairs issues, influence policy, and impact related outcomes.



Advocacy and
campaigns



Reputation and political
communications



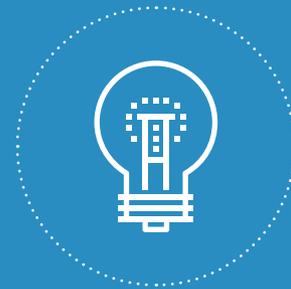
Competition/
anti-trust



Political risk intelligence
and analysis



Public
affairs



Creative
engagement

HOW WE CAN HELP



IN-DEPTH POLICY ANALYSIS In-depth expertise in the policies and political developments relevant to your company



BUILDING & IMPLEMENTING ADVOCACY CAMPAIGNS Engaging with domestic and EU regulatory and legislative institutions



INTELLIGENCE REPORTING Insightful, network-based intelligence, reporting at the appropriate frequency, with analysis and recommendations



STAKEHOLDER MAPPING Identifying the important individuals, mapping their policy positions



STRATEGIC COMMUNICATIONS COUNSEL Developing an appropriate strategy that accommodates all your stakeholders, both internally and externally



ENGAGEMENT & EXECUTION Coordinated outreach utilising a broad range of communication platform tools on and offline, targeting your stakeholders



EXECUTIVE BRIEFING Developing a tailored team of political and policy experts to deliver highly targeted and comprehensive programmes to ensure you are fully briefed and prepared



CRISIS & ISSUES MANAGEMENT Being ready to act quickly when you need it. Our specialists help prepare and advise companies on event driven communications when confronted with critical situations

ABOUT FTI CONSULTING

With approximately 650 expert strategic communications consultants located in key markets around the world, we combine global reach with local knowledge to help client management teams and Board of Directors seize opportunities, manage crises, navigate market disruptions, articulate their brand, stake a competitive position, and preserve their permission to operate. Drawing upon our unrivalled depth of industry expertise and interdisciplinary experience and using our broad network of relationships with key influencers, we help clients clarify, persuade and ensure that the right message reaches the right audience at the right time.

We have been in business for more than 30 years and have over 4,600 employees in 28 countries on six continents. We offer a rare combination of geographic presence, competency and relationships.

Our business incorporates five divisions: Strategic Communications, Economic Consulting, Technology, Forensic & Litigation Consulting and Corporate Finance / Restructuring Services.

PUBLICLY TRADED -
NYSE

FCN

3 NOBEL LAUREATES

55 OF FORTUNE 500
CORPORATIONS ARE
CLIENTS

55/500



2015
Named EMEA Public Affairs
Consultancy of the Year



2015
Gold SABRE Award Best
Campaign
Shale Gas Europe



2016
"Strategic Communications Consulting
Firm of the Year in Belgium"



2016
"Most Outstanding Strategic
Communication Advisors in
Belgium"

A low-angle, upward-looking photograph of high-voltage electrical transmission towers and power lines. The towers are constructed from a complex lattice of metal beams. The power lines stretch across the frame, supported by insulators. The sky is a deep blue, transitioning to a warm, golden-orange glow near the top right corner, suggesting a sunset or sunrise. The overall composition is dynamic and industrial.

CASE STUDIES

SHALE GAS EUROPE



Building public acceptance in Europe

Situation

The emergence of shale gas in the United States sparked a revolution for US industry and US energy policy. In Europe, negative attitudes in the media and public opinion threatened to halt the development of indigenous shale gas supplies. Concerned about missing out on the benefits of the shale revolution which has reinvigorated the US manufacturing sector, a group of energy companies engaged FTI Consulting to turn public opinion around.

Strategy

FTI set up the industry platform Shale Gas Europe (SGE) with founding members Chevron, Halliburton, Royal Dutch Shell, Statoil and Total Gas Shale Europe. Supported by an independent board of academics, SGE aimed to balance the debate and address all issues surrounding the development of a commercial shale gas industry in Europe. The platform took the form of an online resource centre for shale gas and promoted facts about responsible development of Europe's onshore shale gas resources. SGE proactively communicates on shale gas issues via traditional and social media channels and engages with a broad range of audiences including political stakeholders, media, academics, and the general public.

Outcome

Launched in 2012, SGE is recognised as the go-to source and key stakeholder in the European shale gas debate. Thanks to SGE's engagement, several key stakeholders have gained a broader understanding of the issues around shale gas. The European Commission even jettisoned a Directive which would have been detrimental to our clients.

Shale Gas Europe was recognised as the 9th best PR campaign worldwide and as the best energy & natural resources PR campaign in EMEA by SABRE, the world's biggest PR awards.

TRANS ADRIATIC PIPELINE (TAP)



Raising the TAP profile in Brussels

Situation

In the race to open Europe's Southern Gas Corridor, the Trans Adriatic Pipeline (TAP) needed to establish itself as a key player in the European energy security and diversification debate. Long considered the underdog, TAP was vying with fierce competitors such as Nabucco, ITGI & SEEP and projects such as South Stream were crowding the EU media landscape by making headlines weekly. The challenge was therefore to ensure that TAP was recognised as a credible option to deliver the European part of the Southern Gas Corridor.

Strategy

After a successful start of the partnership in 2010 with the press conference announcing E.ON's new shareholder role, FTI was retained to provide ongoing support and advice. For three years, a cross-office team from London, Berlin and Brussels orchestrated a multifaceted campaign that encompassed the full breadth of public affairs and corporate communications services.

Outcome

After a complex and challenging battle, on June 28, 2013 TAP emerged as the winner of the tender process confirming the success of FTI Consulting's support. As TAP enters its implementation phase, the long-standing partnership continues as our team continues to advise on a wide range of strategic communication and public affairs issues.

SOLUTION WIND



Making the business case for wind

Situation

In the run up to 2015's COP21 conference in Paris, EWEA, the European Wind Energy Association (now Wind Europe) engaged FTI Consulting to help it present the business case for wind energy to business and general media. The association had a collection of individual case studies and testimonials under its Solution Wind initiative that it wanted to leverage in order to tell a compelling business story.

Strategy

FTI Consulting took a fresh look at the testimonials, public statements, investments and public commitments that a wide range of companies have made in renewable energy in general and specifically with regards to wind. Our strategy

was to draw together the most convincing stories, examples, facts and figures to develop a coherent and clear case explaining why non-energy companies are investing in wind energy. We developed a series of collaterals, including a four-page brochure, a compelling infographic with lead statistics and quotations, a pan-European press release and an op ed. Materials were developed in Spanish, French and Polish, languages of key target markets, as well as in English. Our dedicated pan-European team personally pitched this story to the media across a number of key European markets.

Outcome

In an extremely busy and competitive media environment in which everyone was clamouring for airtime and column inches, FTI managed to secure quality media coverage in strategic outlets in each of the key markets. High-profile coverage included an extensive opinion editorial in the UK's The Guardian, as well as in key EU policy outlets such as Euractiv and Policy Review. Our press release news was reported across 282 websites internationally, including Yahoo, NY Business Journal and NBC12, and we secured coverage in key Spanish and Polish business publications.



Launching a global CEO-level clean-tech initiative in Davos

Situation

FTI Consulting was asked to support the creation and global launch of a new CEO-level initiative to position hydrogen technologies among the key solutions of the low-carbon energy transition, as envisioned by the Paris Agreement. The assignment was especially ambitious - within four months the coalition wanted to articulate a united vision, deliver an economic study to support its arguments, secure top-level participation and organize its initial CEO-level meeting, all culminating on the occasion of the World Economic Forum in Davos, Switzerland.

Strategy

FTI Consulting helped bring together and coordinate an impressive group of international oil & gas, transport and industry leaders. Working closely with the initiative co-chairs from Air Liquide and Toyota, we brought to bear our experience in managing industry coalitions and delivering global press campaigns. Coordinating several work streams, the FTI team helped the group, collaborating at this level for the very first time, align interests and navigate corporate realities in order to produce impactful joint actions within a very challenging timeframe. FTI's experience and partnership with the World Economic Forum also played a key role in the event's positioning and impeccable delivery.

Outcome

Comprised of Air Liquide, Alstom, Anglo American, BMW GROUP, Daimler, ENGIE, Honda, Hyundai Motor, Kawasaki, Royal Dutch Shell, The Linde Group, Total and Toyota, the Hydrogen Council launched on 17 January 2017 in Davos in the presence of CEOs, Chairmen, industry executives and VIP guests from the US, Asia and Europe. The launch generated an overwhelmingly positive response, with 400+ articles and 5 million+ Twitter impressions for the #HydrogenCouncil hashtag alone. FTI is currently supporting the Council in its work plan.

HYDROGEN EUROPE



Driving cooperation for the commercialisation of hydrogen in Europe

Situation

Hydrogen Europe is the leading European industry association for fuel cells and hydrogen technologies, bringing together more than 100 members established in 20 European countries. Working closely with the Hydrogen Europe Board composed of c-suite industry leaders since 2009, FTI Consulting's integrated team has helped mainstream fuel cells and hydrogen into the EU's policy agenda from energy, transport, climate, innovation and competitiveness.

Strategy

In addition to robust association management and active coordination of a diverse membership, FTI Consulting provides Hydrogen Europe with strategic advice on developing joint positioning across the group and focused advocacy towards European stakeholders. Understanding the sector's business and policy drivers, we have developed and implemented a series of strategies and tactics to involve, motivate and create consensus among Hydrogen Europe members, decision-makers and third parties, including strategy workshops, positions, reports and surveys.

Outcome

As a result of our efforts, former EC President Barroso and three Commissioners went on record to highlight fuel cells and hydrogen as key new technologies. In addition to securing Hydrogen Europe's positions in legislative and non-legislative dossiers, FTI Consulting assisted Hydrogen Europe with the successful renewal of a seven-year EU funding scheme for fuel cells & hydrogen worth €1.3bn under Horizon 2020, an increase of more than 40% compared to the first generation of the programme under FP7 – an impressive achievement in a highly competitive environment. Our team advised on the entire process from impact assessment, through co-decision to the public launch of the programme at the presence of industry CEOs and EU leaders in July 2014.



Early strategic positioning in the EU

Situation

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Strategy

FTI Consulting Brussels mapped all key developments in the EU policy agenda to identify opportunities for engagement and issues for monitoring. FTI Consulting provides IGMC with a regular analysis on areas of joint interest including trade policies, Brexit, tax reporting, research funding and development policy, and recommends appropriate stakeholder outreach.

In addition FTI Consulting generates engagement opportunities for IGMC, including a partnership initiative with civil society and the public sector to help achieve the SDGs

Outcome

FTI Consulting organised a workshop on responsible mining with the participation of the EU institutions, NGOs and the private sector. This was the first IGMC event aiming to increase awareness and knowledge about the initiatives and programmes that the mining sector carries out in Africa and the contributions it makes to the UN Sustainable Development Goals (SDGs).

The workshop created an opportunity for the IGMC to lay the foundation for potential partnerships with the public sector and civil society to jointly engage in activities that support the delivery of the SDGs in the EU and its global partners.

SOLARPOWER EUROPE (FORMER EPIA)



Promoting solar energy in the European energy mix

Situation

FTI Consulting was asked by EPIA to help trade associations in the solar energy sector to develop and deploy a three-year media promotion plan around European Solar Days, a calendar date focused on raising awareness of the solar energy's potential in the future European energy mix.

Strategy

In the first year FTI Consulting brought the solar message to Brussels via a range of tactics including a policy-maker-focused event. The highlight of the year was a test-drive of renowned adventurer Louis Palmer's Solar Taxi, who had completed a world tour in his solar-powered car. FTI led on developing messages, producing a communications toolkit to facilitate message delivery both in Brussels and at Member State level, and organising a series of 'solar briefings' for policy-makers.

Outcome

Our support for EPIA led to the promotion of better and meaningful understanding of the real potential of the solar sector and the contribution it can make to the energy mixes of EU member states.

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Keep up with our critical thinking:
www.fticonsulting.com/brusselsblog

