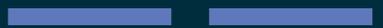


The image features a dark teal background with a dynamic pattern of diagonal lines in various shades of blue and teal, creating a sense of movement and depth. The word "FLUENCE" is prominently displayed in the center in a bold, white, sans-serif font, with the letters slightly overlapping. The overall aesthetic is modern and professional.

FLUENCE
FLUENCE

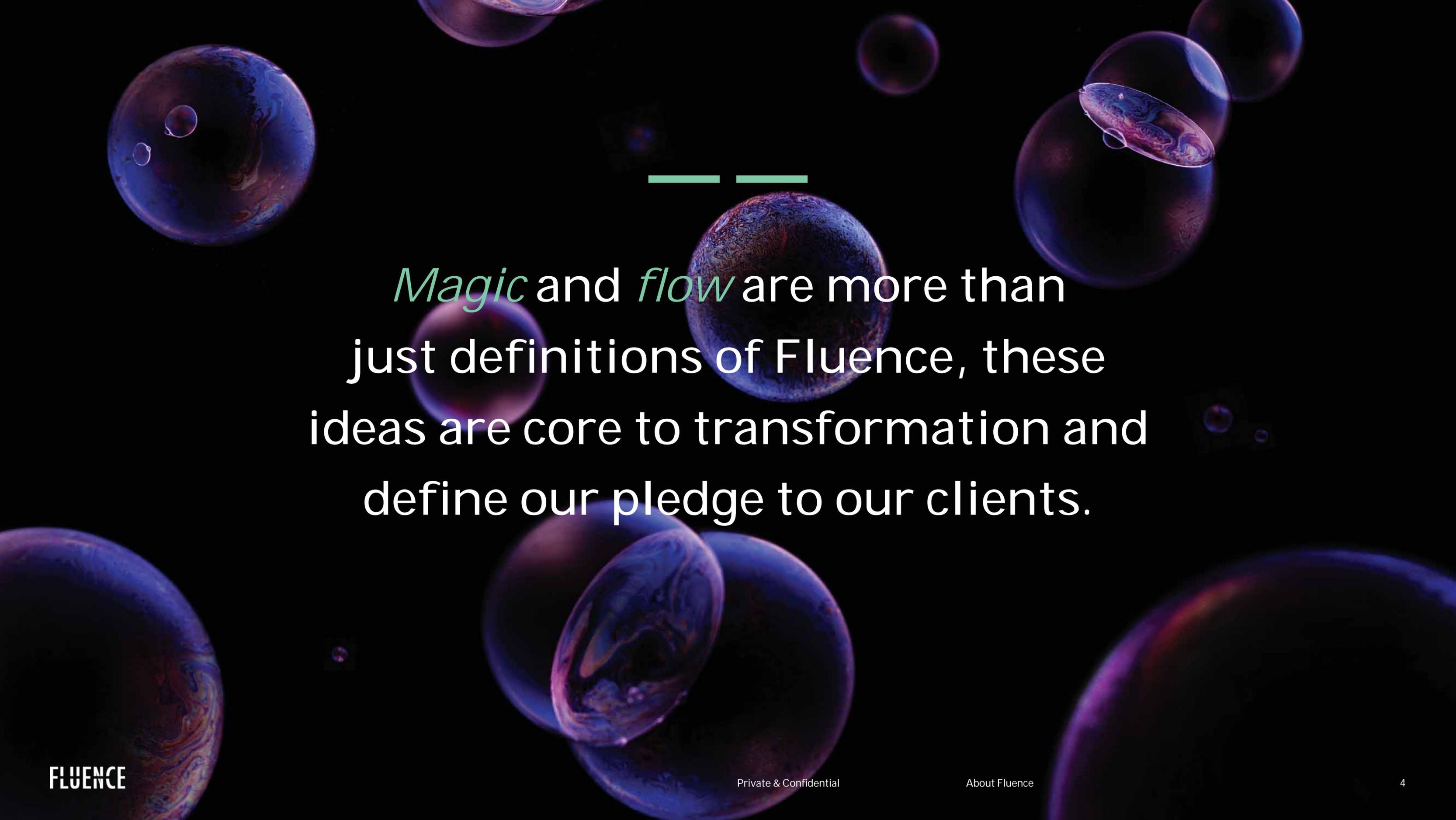
We are a transformation firm called
Fluence.

Our name reflects our difference
because it is, and we are,
all about *flow* and *magic*.



Specifically, we create ideas that transform our clients' businesses, brands, cultures and products, and we design and orchestrate communications, programs and experiences that flow seamlessly and coherently across channels, touchpoints, platforms and borders.

We do this by bringing together a global perspective, local expertise and individual focus. This allows us to spark the magic of connection—establishing relevance, creating inspiration, building understanding and forging relationships—all to drive the business success of our clients.



Magic and *flow* are more than
just definitions of Fluence, these
ideas are core to transformation and
define our pledge to our clients.

With new competition able to emerge from almost any industry, start-up or geography, success requires more than ever before. It requires a conviction that “good enough” never is, a commitment to always go the extra mile, and a refusal to ever settle for the expected or routine.

We understand that when you work with us, you need a solution in the marketplace now because opportunities can be fleeting and problems can compound quickly.

So we reject the six-month research and strategy development timelines and 120-slide PowerPoint presentations that are characteristic of our industry. Our approach enables us to cut out the BS and get to the heart of the matter quickly and efficiently—to deliver creative solutions that are grounded in insight and crafted with elegance to make an impact when it matters to your business.



Magic is a hallmark of transformation. It's the standard we live by and what we work for. It's what makes us Fluence.

Our services

Everything we do is to fulfill one purpose: to help our clients succeed. Nothing else matters. We win when our clients win. Period.

The following details the services we provide to do this:

Insight

- Market audit, brand assessment and competitive benchmarking
- Brand and experience analysis and evaluation
- Ethnography, internal/external stakeholder interviews, driver analysis, segmentation, voice of the customer, employee commitment
- Performance analytics

Design & Writing

- Visual identity, asset development, communications design
- Verbal identity – brand voice, brand narrative, storytelling, messaging and tagline development, value proposition, elevator pitch, copywriting
- Naming – brand name development, nomenclature system, taxonomy
-

Strategy

- Brand essence, attributes and purpose
- Positioning and value proposition
- Brand architecture and portfolio strategy
- Business definition, business strategy, vision, business rationalization
- Experience strategy
- Digital strategy

Activation

- Brand migration and implementation
- Brand actuation – marketing planning, go-to-market and communications strategy, development and implementation (digital and traditional)
- Employer brand development and implementation
- Thought leadership
- Brand experience design and implementation

Consulting

- Market access and market penetration consultation
- Localisation
- Business consultation
- Customer journey mapping
- Innovation development, consultation and co-creation
- Scenario planning
- Culture definition and transformation – values/beliefs, protocols/markers/rituals, alignment and integration workshops, employee engagement and training

We are headquartered in California,
but we also have presence
in New York and Riyadh.



We work everywhere we find inspiration and
our clients need us. We use time zones to our
clients' benefit.

Ramel Kabbani

Chief Executive

California, USA



The founder of Fluence, Ramel is a brand and business consultant who is known for his leadership abilities as well as strong business and financial acumen. He has an extensive background advising CEOs, key decision makers, board members, and business leaders of blue-chip companies in more than 15 countries, including those across the Middle East and North Africa (MENA) region. For more than 20 years, Ramel has worked with clients in a variety of industries, ranging from telecom, energy and hospitality to government, real estate, transportation, aviation, and retail.

Prior to starting Fluence, Ramel was Executive Director at global brand consultancy Landor Associates in Dubai. He served as a regional expert for both global and in-region clients and was responsible for day-to-day operations and activities, including general management and P&L, outreach and marketing, client portfolio management, and brand consulting and strategy. He advised and worked with CEOs and business leaders across industries. His clients included Mubadala (UAE), UAE Federal Government, Meraas (USA), Savola (KSA), Dur Hospitality (KSA), Nahdi Medical Company (KSA), Elm Information Security (KSA), Saudi Government, Bank of Jordan and Asyad (Oman).

Ramel joined Landor from FutureBrand, where he was Senior Director, Middle East and North Africa. In this role, he was a member of the firm's executive team managing business across MENA and driving the growth, outreach, and expansion of FutureBrand across the region. His clients included Nakheel (UAE), Premier Group (Bahrain), Diyar Al Muharraq (Bahrain), RAK Properties (UAE), Al Fanar Industries (KSA), Saudi Aramco (KSA) and Ayla Development (Jordan).

Before moving to FutureBrand, Ramel was Managing Partner and Co-Founder of Spark Ad Makers, a full-service boutique advertising and design agency. During his early career he worked as a Creative Director at Bozell, one of the world's top advertising agencies.

Ramel is a mathematician by education. He also has significant professional education, focused on management, brand strategy and innovation.

Richard Ford

Chief Creative

New York, USA



Trained as an architect, Richard has a broad multidisciplinary background in Design and Branding. His early experience was built working with architects and interior designers in London before joining Landor Associates in the 1980s.

When Richard joined Landor, the firm was noted for its work in the Airline industry. Richard was charged with developing the London studio, which had won a major corporate identity project for British Airways. Like many airline projects, the work for British Airways was comprehensive, with applications to Aircraft Livery, Aircraft Interiors, Ground Vehicles, Signage, Airport Check-in, Lounges, and Ticket Offices. The new identity program also involved creating a new Interior and Livery for Concorde, the Airline's premium flight offer.

As the London Studio developed in the following years, Richard helped Landor win additional projects in the Airline Industry. Richard became the Executive Creative Director for many of these comprehensive programs, including Royal Jordanian, Cathay Pacific, Delta Air Lines, Air 2000, and Japan Airlines. There were several projects that did not involve complete rebranding but were revitalization projects for specific areas of Airlines, including Signage and Aircraft

Interior design for Singapore Airlines, Malaysian Airlines, and Korean Airlines. Richard also led Aircraft Interior Design projects for Aircraft manufacturers developing new aircraft types including BAE ATP (Advanced Turboprop), and Shorts Brothers FJX.

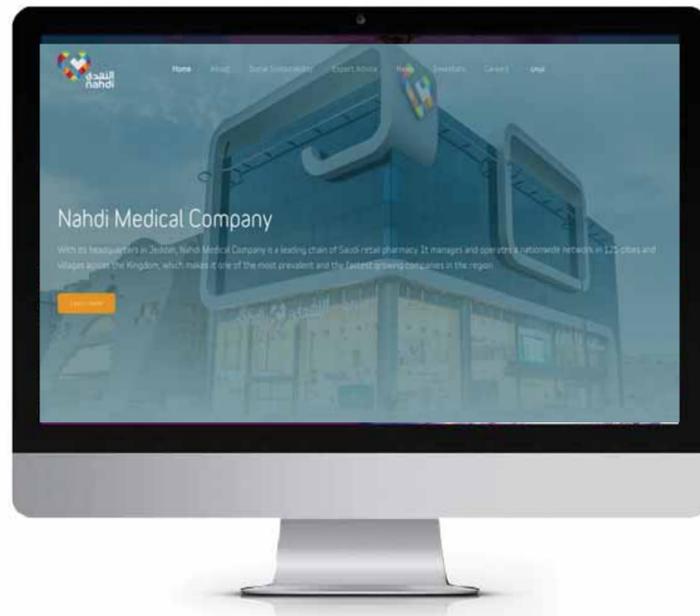
Beyond the Airline Industry, Richard led projects for companies from many other industry categories including Financial Services, Manufacturing, Petroleum Retailing, Pharmaceuticals, and Luxury Goods retailing.

In 1998, Richard relocated to build the Landor studio in New York and has led projects worldwide. After leaving Landor Richard built a creative group to work on Design and Branding projects, and he works with Fluence on select projects where his experience is invaluable.

A sampling of leading Saudi companies with which our leaders have worked



Al Nahdi: Transforming a leader to stay ahead in a changing market environment



Challenge

Al Nahdi Medical Company was founded with two stores in Jeddah in 1986. Over the next 26 years, Nahdi expanded to more than 800 locations in the KSA, making it one of the largest pharmacy chains in the Middle East and North Africa. Although Nahdi had become a venerable name with a ubiquitous presence through the Kingdom, it was a traditional pharmacy that faced two emerging threats. First, the industry was changing—with lifestyle, health and nutrition, and beauty becoming increasingly important—areas that were not addressed by Nahdi at that time. Second, global pharmacy powerhouse Boots, which had already established a foothold in the region and was strong in health and beauty products, was poised to enter the Kingdom.

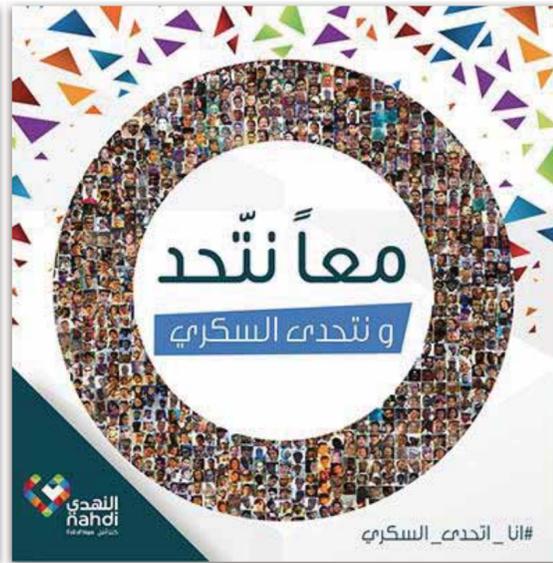
Seeing a need to respond to these emerging threats, Al Nahdi brought us in to help them transform their business and brand.

Solution

Through our discovery process, we identified an opportunity to build on Nahdi strengths to refocus its business from product and treatment to purpose and wellness. From this insight, we defined the Nahdi essence as *wellness from the inside out*, and we created a vision for the company to *be recognized as the pioneers in helping communities live a healthier and more beautiful life*. Strategically linking health and beauty shifted the entire narrative about what kind of store Nahdi was—while making it much more attractive to women. Through its unique services, expertise, and country-wide presence, the new Nahdi promotes healthy lifestyles and caters to the health and beauty needs of patients and shoppers alike.

We also developed a new visual identity for Nahdi that reflects the company's commitment to caring for people and the community. Centered on a pure white heart, a multicolored shield represents the many parts of the Nahdi network and how they work together to keep Saudis healthy and happy. We extended the new design into communications and a variety of 2D and 3D applications. We also designed a completely revamped retail space that revolutionized the Nahdi in-store design. The result is a friendly, well-organized, and inspiring space that guides the shopper's journey and experience.

Al Nahdi: Transforming a leader to stay ahead in a changing market environment (cont'd)

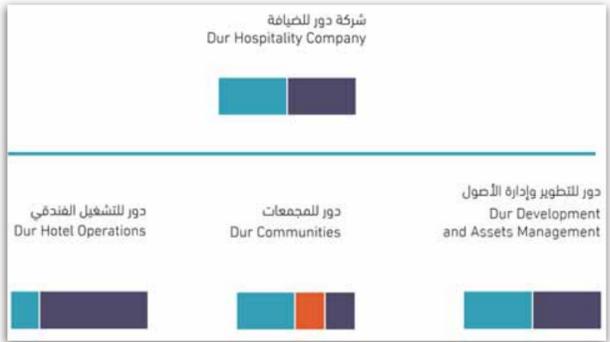


Results

Within the first year of the new Nahdi store format and branding, the company experienced an 18 percent increase in overall sales and an increase of almost 10 percent in basket size. The new Nahdi has been recognized with several awards, including the 2016 Best Retail Store Design Silver Award for the MENA region by the International Council of shopping Centers. Further, social media engagement shows overwhelming support for Nahdi's new focus on wellness. And perhaps most importantly, Boots has not entered the Saudi marketplace.



Dur Hospitality: Recreating a brand to support a business transformation



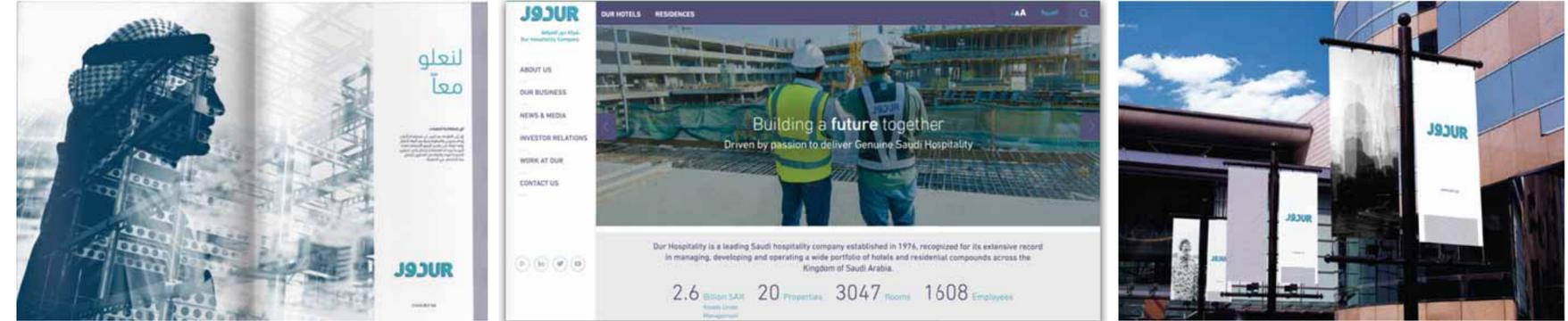
Problem

Established in 1976, SHARACO was the first publicly traded hospitality development company in Saudi Arabia. Due to changing hospitality regulations, SHARACO developed a new business model to capitalize on the company's compounded knowhow, massive land bank, and strategic relationships with global operators. Coupled with this shift, SHARACO planned an aggressive expansion program involving significant investment and a goal to triple revenue by 2023. Given these changes, updated branding was needed to align with and signal the company's strategic change and to tell the new SHARACO story. We were brought in to modernize the brand, but research we conducted to gain deep insight into the new business model uncovered three fundamental issues that needed to be resolved first:

1. The name "SHARACO," an acronym of Saudi Hotel and Resorts Co, was not strong enough: the company was known to public primarily as the generic "Hotels company."
2. The company's hotel portfolio was virtually incomprehensible due to a lack of consistency in how and where the home-grown hotel brand "Makarem" was used and in the proliferation of other brand names used by different SHARACO business units.
3. The overall brand experience was out of date and out of touch with stakeholder needs, and thus did not project a professional image for the company.

Solution

To bring the new SHARACO business model to life, we re-defined the company's brand essence as *The Perfect Combination: serving as an exemplar within Saudi Arabia and beyond—for the successful and responsible development of the hospitality industry and for outstanding hospitality service provision—in order to become the unequivocal partner of choice for any local, regional, or international partner in the Kingdom.* We then recommended a corporate name change and created the brand name Dur, which is Arabic for "homes." Building on the new company name and brand essence, we developed a distinctive visual identity, combining the Arabic and English word marks, and design system. We also simplified the brand architecture, dividing the company into three distinct businesses, and designed new communications applications, including stationery, forms, signage, advertising, collateral, posters, digital media, cars, launch materials, and merchandise.



Dur Hospitality: Recreating a brand to support a business transformation (cont'd)



Results

To achieve its goal of tripling revenue by 2023, Dur has committed to an investment of SR1.5 billion dedicated to building a portfolio of 20 hotels and six residential communities in Saudi Arabia by 2023. Over the three years following the rebrand from SHARACO to Dur, the company's revenue has increased 15%, despite the impact of the 13% decline in Saudi Arabia's GDP during the same period (2013-2016) due to the impact of the global oil price collapse.

Dur has also received significant third-party recognition. First, MEED named Dur the "Hospitality Company of the Year" for 2017. Additionally, Dur CEO Dr. Badr Al Badr, has ranked 25th, 17th, and 17th in Hotelier's Power 50 (for 2015, 2016, and 2017, respectively), as one of the 50 most influential hoteliers in the Middle East.

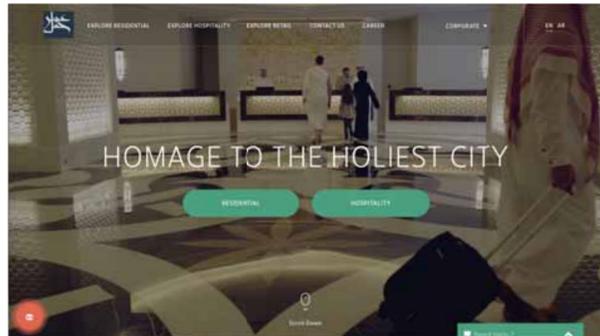


Jabal Omar: Creating a brand to pay homage to the holiest city



Problem

Founded in 2007, Jabal Omar Development Company (JODC) is a real estate developer whose flagship project, Jabal Omar, is a \$26 billion multi-use real estate mega development project within a walking distance of The Grand Mosque of Makkah. JODC engages in the investment, development, management, and sale of Jabal Omar, which supports the Saudi government's goal to expand the Grand Mosque to accommodate 30 million pilgrims and Umrah visitors. JODC defined its role in the expansion in functional terms—developing real estate and hospitality offerings to accommodate the increased visitors to Makkah. However, this definition of the project lacked a distinctive and inspiring vision and reason for being, which was problematic insofar as JODC is publicly traded and needs to generate excitement and commitment from investors.

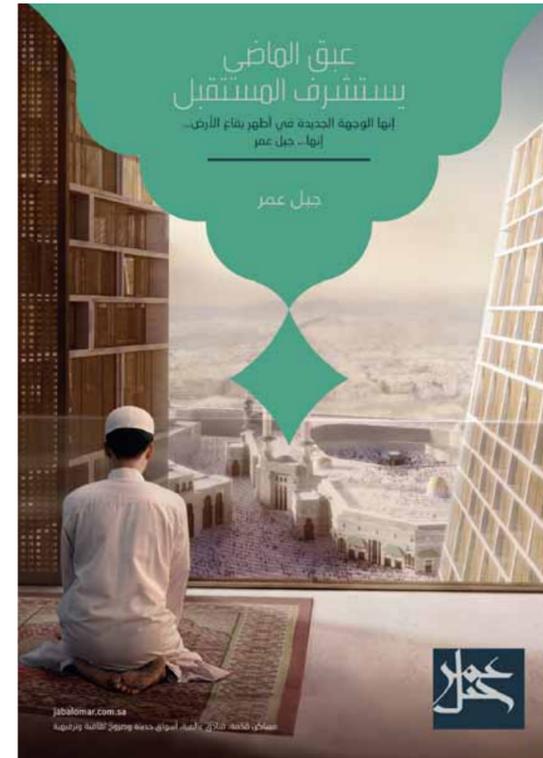
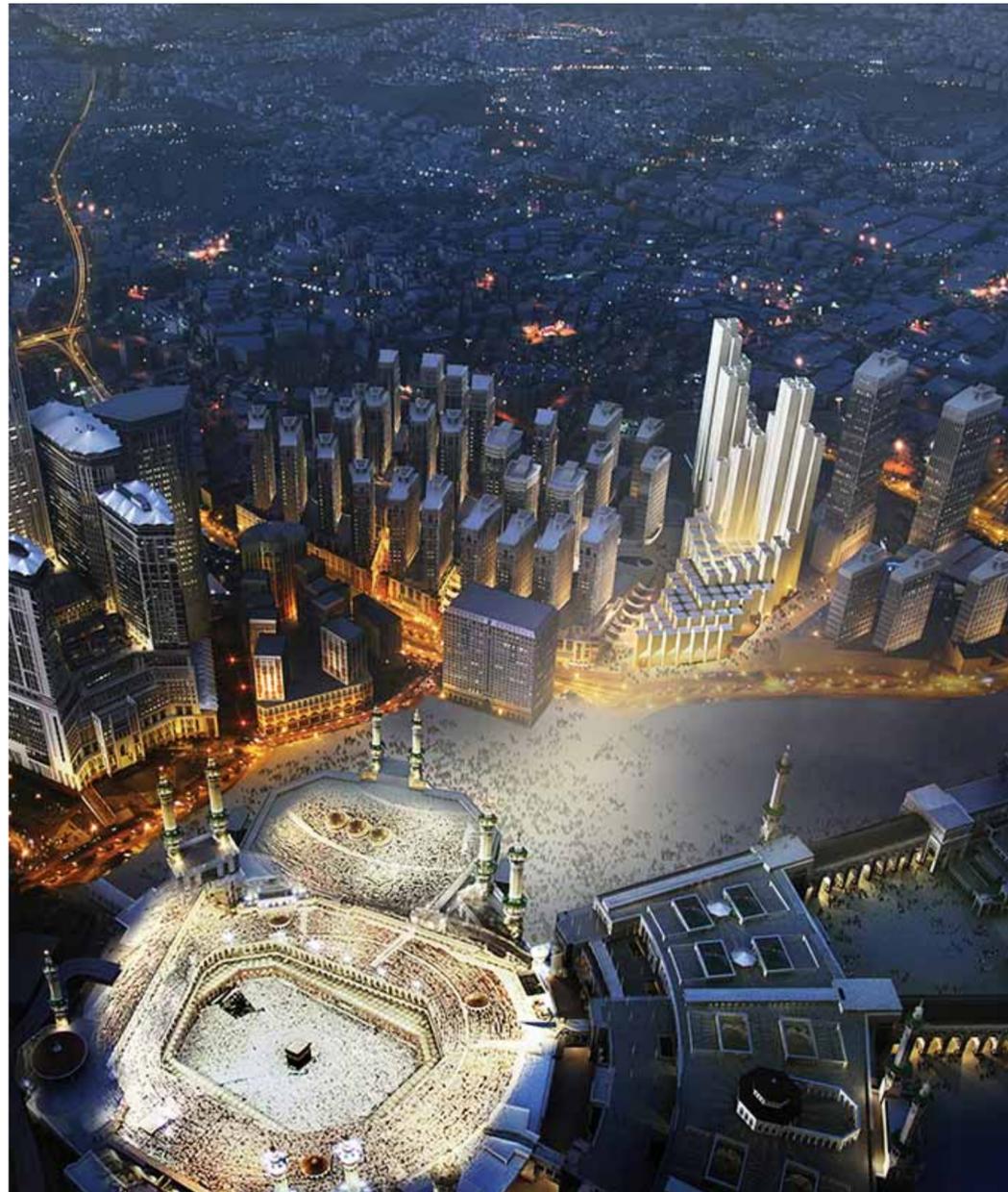


Solution

We redefined the Jabal Omar brand around the idea of “homage to the holiest city” and articulated a new purpose for the brand: *To capture the rich history and culture of Makkah.* The idea was to provide Makkah's visitors and residents with a unique spiritual and physical experience—not just a place to stay, but a complement to the Hajj or Umrah experience, with numerous places to shop, dine, and immerse themselves in the unique history and culture of Makkah. Building on this idea, we designed a new brand mark and design system that pay homage to Makkah, from the proportions that match the Kaaba from an aerial view to the early Kufic calligraphy style. Inspired by the first copies of the Quran. We also designed communications, including stationery, symbols, livery, press kit, investor kit, posters, print and digital advertising, billboards, and website. We then developed a comprehensive communications plan targeting the general public, residential buyers, and retail tenants with detailed channel and program recommendations across awareness, engagement, conversion, experience, and advocacy phases. The overarching goal of the campaign was to showcase Makkah's amenities along with its culture and history in order to create perceptions of Makkah as a premium and sought-after destination.



Jabal Omar: Creating a brand to pay homage to the holiest city (cont'd)



Results

JODC has “taken off” financially, achieving a reported market cap of \$16.9 billion in May 2017 after reporting annual revenue growth of 90% and net profit growth of 563% in 2016. In addition, KantarMillwardBrown’s 2017 BrandZ study determined that Jabal Omar was the third most valuable Saudi brand with an assessed brand valuation of \$4.9 billion. JODC has also received several accolades over the past two years:

2017

- International Property Award for Best New Hotel Construction & Design in Saudi Arabia
- International Finance Annual Award for Most Innovative Saudi Real Estate Company In Saudi Arabia for the year 2017
- The Best Islamic Finance Structure Award from Islamic Finance News

2016

- Forbes Middle East Excellence Award for the Best Real Estate Companies in the Arab world

Why us?

1. An outside-in perspective is imperative to counteract the bias to inward focus in the regional consulting market.
2. Extensive experience globally, regionally and in the Kingdom. As well as in your category.
3. A great track-record of client success.
4. You will be working directly with the "A" team.
5. A multidimensional strong team, both strategically and creatively, complemented with top-notch external partners.
6. Close to you and committed to your success.
7. What you see is what you get.

FLUENCE FLUENCE

Thank you!

For further information, please contact:

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