

Strategic Communication Master's Degree – Case study evaluation

Format: Please make sure you 1) Include **your name** on the document, 2) Save the file with your name, 3) Save the file as a pdf and upload on the online platform at the end of the exam

Evaluation: Read the 3 questions. Make sure you answer to all. Maximize your time for thinking, analyzing and recommending, rather than finding new info.

Therefore, make sure you base your arguments (opinion/solutions).

Case study – MoveCharge

MoveCharge is an international company headquartered in Rotterdam, specializing in the installation and management of electric vehicle (EV) charging stations located in supermarket and shopping mall parking areas. The company operates in several key markets, including the Netherlands, Germany, Italy, and the United Kingdom, focusing on integrating EV charging into everyday consumer routines. Its mission is to make electric mobility practical and accessible by offering charging solutions where people already spend time, reducing the perceived inconvenience associated with EV ownership.

Since its expansion beyond the Dutch market in 2023, MoveCharge has secured partnerships with major retail chains and regional shopping centers, enabling rapid deployment across urban and suburban areas. The company received the “European Retail Sustainability Award” in 2024 for its role in supporting low-emission mobility. However, despite growing infrastructure coverage, consumer skepticism remains high, especially in markets where EV adoption is still emerging. Concerns about charging speed, reliability, and compatibility with different vehicle models continue to inhibit widespread usage.

Communication aims.

MoveCharge's international communication objectives include:

- increasing brand recognition and trust in multiple European markets
- educating consumers about the benefits and practicality of electric mobility
- boosting usage rates of installed charging stations
- positioning the company as a leading player in accessible EV infrastructure

First steps by Communication function

The company builds its strategy on several strengths:

- strategic placement of charging stations in high-traffic retail environments
- partnerships with established retailers, enhancing visibility and credibility
- alignment with European sustainability and mobility transition policies

Despite these advantages, MoveCharge faces weaknesses that hinder adoption:

- persistent perceptions that charging is slow or unreliable
- technical messaging that can be difficult for non-expert consumers
- inconsistent retail partner communication, leading to varied user experiences

Opportunities arise from increasing EV adoption across Europe. Government incentives, urban low-emission zone regulations, and rising fuel prices support the transition to electric vehicles in countries such as Germany and the UK. Collaborations with automotive manufacturers, driving schools, and corporate fleets also represent potential growth avenues.

However, substantial threats persist. Competitors offering ultra-fast charging networks—particularly in Germany and Scandinavia—challenge MoveCharge's value proposition by emphasizing speed and performance. Differences in national regulations and infrastructure standards create operational barriers, particularly in Italy and the UK. In some markets, skepticism among traditional drivers and limited EV penetration reduce demand for public charging services.

Communication strategy and tactics

To address these challenges, MoveCharge implemented an integrated international communication strategy. Online initiatives include Instagram and Facebook campaigns featuring local ambassadors who share their EV experiences, explainer videos titled “EV Explained,” and localized messaging that adapts to different market priorities—for example, emphasizing convenience in the Netherlands, cost savings in Italy, and environmental benefits in Germany and the UK.

Offline communication activities include in-store promotional events offering free consultations, collaborations with driving schools to educate new drivers about electric mobility, and participation in regional sustainability fairs. These initiatives aim to build trust through direct interaction and practical demonstrations.

Initial results indicate strong awareness and interest in countries with higher EV adoption rates, particularly the Netherlands and Germany. However, usage rates remain significantly lower in Southern Europe, where

consumer skepticism and limited EV ownership slow behavior change. Offline events have attracted considerable foot traffic, yet the transition from interest to actual charging remains limited. Inconsistent messaging among retail partners has further complicated MoveCharge's positioning, with some promoting the service as a free convenience and others as a premium offering.

Questions:

1. **Why is a well-managed international communication strategy essential for MoveCharge, and what risks could emerge from unclear or inconsistent messaging across markets?**
2. **To what extent can local ambassadors support MoveCharge's international goals, and which criteria should guide their selection in different cultural and retail environments?**
3. **How could the SWOT analysis be improved to provide stronger strategic guidance for global expansion and consumer adoption?**