



DECEMBER 2025

Business transformation for a net-zero future

How companies can seize emerging opportunities to grow, innovate, and lead in a low-carbon economy

The world is entering a decisive phase of the energy transition, and we are falling short of the commitments made in the Paris Agreement.

The energy sector faces **incoherences, volatility, administrative burdens, and leadership gaps** that **delay adoption, production, and scale-up** of the energy transition.

What should be a coordinated transformation toward a decarbonized economy remains fragmented, inconsistent, and constrained by legacy systems.



One-size-fits-all policies

Challenges in policy alignment

Regions differ dramatically in climate ambition, regulatory maturity, and economic capacity. Applying uniform solutions across such varied contexts prevents multinational actors from scaling technologies or aligning cross-border strategies.



Legacy infrastructures

Infrastructural limitations

Power grids, distribution networks, and metering technologies were built for fossil-based systems. The transformation of this infrastructure for renewable fuels and the construction of new one for electrification make it slow, costly and prone to bottlenecks.



Eroding competitiveness

Vulnerabilities in energy markets

Decades of dependence on global supply chains and political alliances have made energy systems vulnerable. Recent geopolitical crises and wars exposed these weaknesses, igniting a global race for energy independence.

Despite these challenges, **five structural forces** are shaping the future of the energy sector.

The energy transition narrative

An increased global awareness of environmental problems among stakeholders, supported by rising consumer emphasis on sustainability, encourages companies to integrate sustainability goals into their core strategies and activities.

Green capital inflows

Green finance is reshaping investment flows, with over **\$2 trillion** directed to clean energy in 2024 alone by development banks, investors and funds.¹

International treaties

Global frameworks like the **Paris Agreement** establish national policies by setting shared net-zero targets. These agreements act as anchors for domestic action and cross-border cooperation.

Technological readiness

With global energy demand rising by 2.2%², its fastest increase in a decade, propelled by rapid electrification and digitalisation, an organisation's capacity to adopt and scale new technologies will define its ability to advance in the energy transition and sustain competitiveness.

Regulatory frameworks

Laws like the U.S. **Renewable Fuel Standard (RFS)** and the EU's **Renewable Energy Directive (RED)** are steering markets toward renewables and enforcing decarbonization.

The cornerstone of this energy transition lies in **collaboration** across the entire ecosystem.



Progress depends on the ability of diverse stakeholders to
align their objectives, narratives, and actions.
Understanding their differences and designing strategies
that bridge them is now a **strategic imperative.**

Each stakeholder within the energy ecosystem has **specific needs, priorities, and sensitivities** whose influence must be considered for a narrative to resonate with them.

Core value chain

Enablers & Innovators

Prioritize national competitiveness and energy resilience through innovation, technical governance and financial risk mitigation.

Producers

Pursue circular economy goals with clear compliance roles and realistic views on scalability and costs.

Consumers

Value technical viability, infrastructure readiness, and credible, verifiable sustainability claims.

Influence Layer

Lobbies

Seek technological neutrality to keep multiple energy pathways open and to complement theirs.

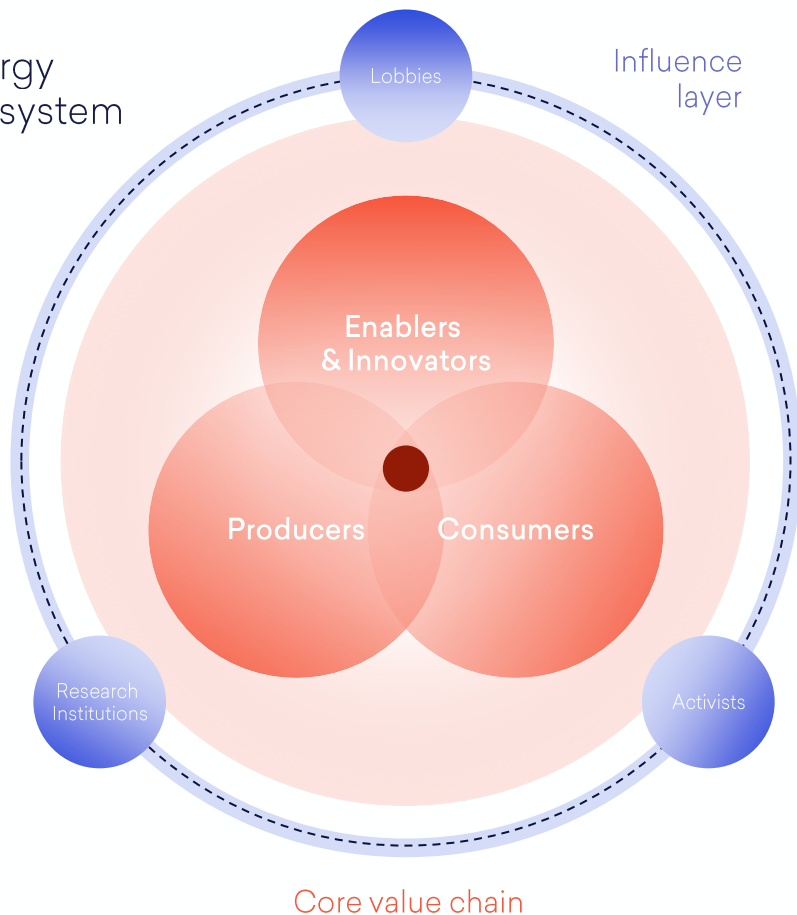
Activists

Advocate for local adaptability, job creation, and safeguards against environmental and social harm.

Academic institutions

Respond to technological neutrality and the coexistence of multiple energy pathways.

Energy ecosystem



North America

Benefits from financial capacity, legal flexibility and innovative ecosystems, though regulatory fragmentation and political shifts slow progress.

Europe

Technologically advanced and leads with ambitious net-zero targets. However, policy choices can signal technological preferences, and rigid regulation can limit competitiveness and investment agility.

Africa

Vast renewable potential but limited infrastructure, financing and access remain key barriers to ensuring equitable growth and scaling clean energy.

Middle East

Traditionally energy-secure, the challenge lies in balancing economic dependence on fossil fuels with the need for long-term decarbonization.

Asia

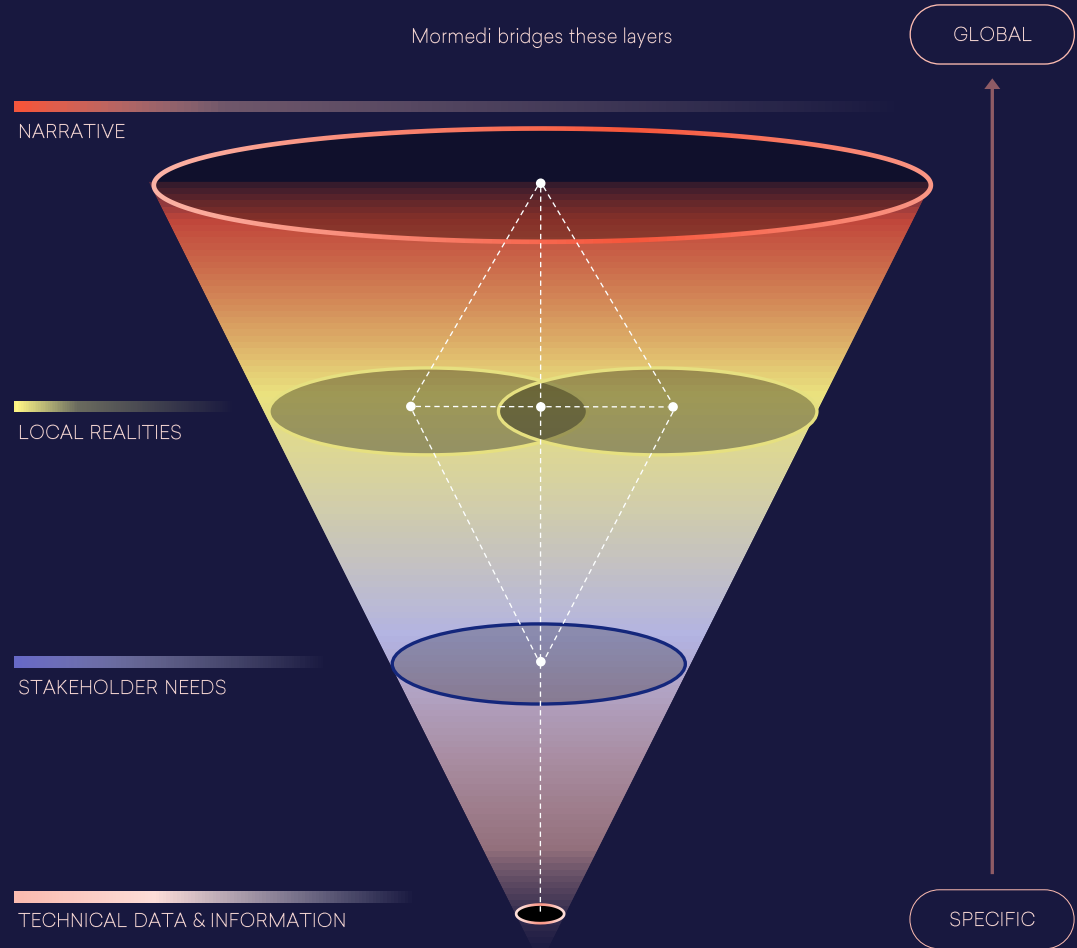
Home to massive and growing energy demand, and investment in cleaner alternatives, and emerging leadership in renewable energy manufacturing and innovation. The key challenge lies in maintaining affordability and supply security.

LATAM

Rich in natural resources and renewable potential but limited capital, and policy instability remain key barriers to scaling transition efforts.

Across regions and countries, the transition takes many forms, each shaped by **local realities**, but all must move toward common global frameworks for a sustainable future.

Recognizing and bridging these crucial **systemic layers** is essential for stakeholders to move from **confrontation to collaboration**.



Mormedi possesses the ability to navigate and translate these **systemic layers into clear narratives**, from the specific to the global language of users, businesses, and policymakers, anchored in the true micro- and macro-dynamics shaping the landscape.

Our unique value lies at the intersection of specialized knowledge, creativity, and a deep understanding of your needs.

Experience

We have experience delivering high-impact projects, including global initiatives that have reached international public platforms such as SBCOP, COP30, etc.

Clarity in complexity

We translate complex and technical systems into simple, effective narratives and value propositions.

Creativity with purpose

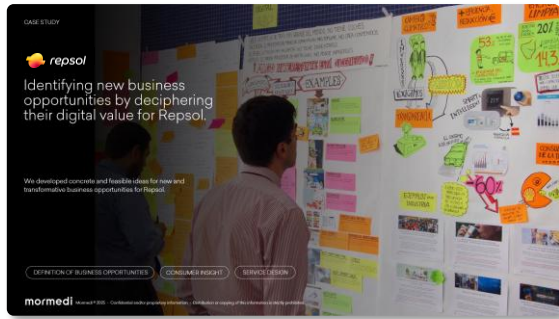
We are a highly creative team that deeply understands your needs and translates them into value. Mormedi crafts narratives grounded in reality, shaping the right value proposition, and ensuring alignment with true market and stakeholder needs.

Global delivery excellence

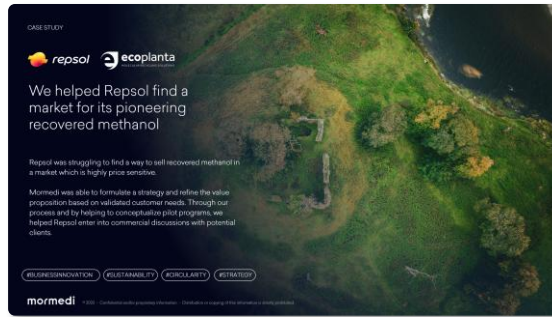
We have worked with leading brands in a broad spectrum of different categories, all over the world.

Mormedi has successfully worked on **transformational and pioneering decarbonisation projects**; from reimagining customer experiences to crafting new value propositions

1. Identifying new business opportunities using digital channels.



2. Defining a new value proposition that unlocks business viability and identifies new customer segments.



3. Building a consortium of leading companies to accelerate the adoption of sustainable fuels.



1. Identifying new business opportunities

Repsol uses digital innovation to turn data into scalable solutions that drive growth and support a low-carbon future.

ANTES

Repsol



Repsol debe aprovechar más su posición preferente en el mundo motor

Cliente



DESPUÉS

Repsol



Proporciona un punto de encuentro con valor para los motores ampliando su presencia en este mundo

Plataforma



Recopilación del cliente ofertas personalizadas de productos y servicios

The next wave of energy transformation is powered by digital innovation, using data and technology to unlock new business opportunities for a low-carbon future.

Repsol leads this shift by developing practical digital solutions that create value amid declining fossil fuels, guided by user insights, market analysis, and technology trends to drive growth aligned with the energy transition.

Mormedi supported Repsol through:

Opportunity identification

Deciphering digital value through 61 innovation platforms and 13 value propositions, prioritizing four with the highest potential to evolve into transformative business models and services.

Business model development

Designing and validating digital mock-ups alongside detailed revenue projection models to ensure viable, scalable offerings that respond to emerging market needs.

Strategic innovation

Aligning digital initiatives with broader energy transition goals to accelerate Repsol's shift toward sustainable and diversified energy solutions.

Training

Immersing Repsol teams in Innovation methods through a highly collaborative process and immersive approach.

2. Defining a new value proposition that unlocks business viability and identifies new customer segments

Repsol's Ecoplanta transforms organic waste and non-recyclable plastic into circular methanol: cutting emissions, reducing landfill, and enabling sustainable feedstocks for the chemical industry.

At the forefront of industrial innovation, circularity redefines waste as a resource and drives the deployment of advanced technologies to recycle the unrecyclable.

Ecoplanta, Repsol's €800M waste-to-chemicals facility, is leading the shift to circular innovation by transforming organic waste and non-recyclable plastic into renewable and circular methanol. It reduces reliance on fossil feedstocks and avoids landfill emissions, as Spain's first plant of its kind.

Mormedi supported Repsol through:

Value proposition definition

Defining and validating Ecoplanta's value proposition by analysing market trends, regulations, and customer needs, highlighting recovered methanol's circular benefits and alignment with EU sustainability goals.

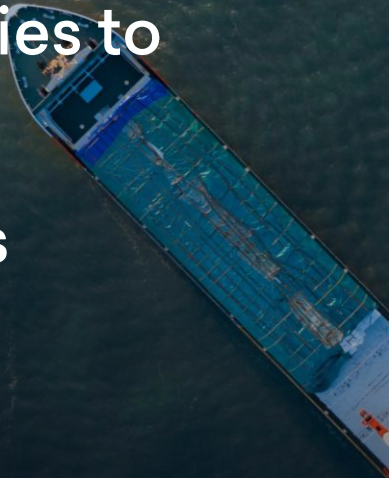
Go-to-market strategy

Identifying two strategic pathways to bring recovered methanol to market and designing pilot concepts to engage potential clients and enter commercial discussions.

Partnership ecosystem design

Mapping and engaging key stakeholders across the value chain—including waste managers, industry players, and circularity leaders—to create a robust local partnership network

3. Building a consortium of leading companies to accelerate the adoption of sustainable fuels



Repsol's cooperative initiative is accelerating the adoption of sustainable fuels by addressing fragmented regulation, aligning incentives, and unlocking investment, ensuring low-carbon solutions move from pilot to pipeline, faster.

The next wave of decarbonization will be powered by collaboration: aligning industry, regulators, and innovators to drive the adoption, production, and integration of Sustainable Fuels in the global energy mix

Repsol is leading a multi-stakeholder effort to accelerate adoption, cut through regulatory complexity, and unlock investment to meet net-zero goals. By aligning standards and enabling innovation, sustainable fuels can move from niche to mainstream at speed and scale.

Mormedi supported Repsol through:

Manifesto development

Developing a manifesto grounded in academic rigor, designed to provide scientific credibility to the consortium's message and to advocate for an open, collaborative classification system for SFs.

Narrative and communication curation

Translating insight into impact through the creation of tailored communication materials and stakeholder-specific guidelines that align key messages, sensitivities, and engagement strategies across audiences.

Consortium building

Leveraging Mormedi's international corporate and academic network to conduct targeted partner recruitment guided by strategic foresight, value chain positioning, and narrative coherence.

6 key takeaways to pave the road for the transition

1

Adopt **systems thinking** by integrating different stakeholders, recognizing their specific needs, drivers, and constraints shaped by diverse variables.

2

Craft **segmented narratives** that engage stakeholders and foster advocacy, and leverage **storytelling** to demonstrate business viability and value, attracting investment.

3

Develop **new business models** that reflect true user needs and capabilities.

4

Ensure **accountability and transparency** by acknowledging limitations and trade-offs for social, environmental, and ethical safeguards.

5

Build **meaningful connections across sectors** to share resources and amplify collective impact and ease the transition.

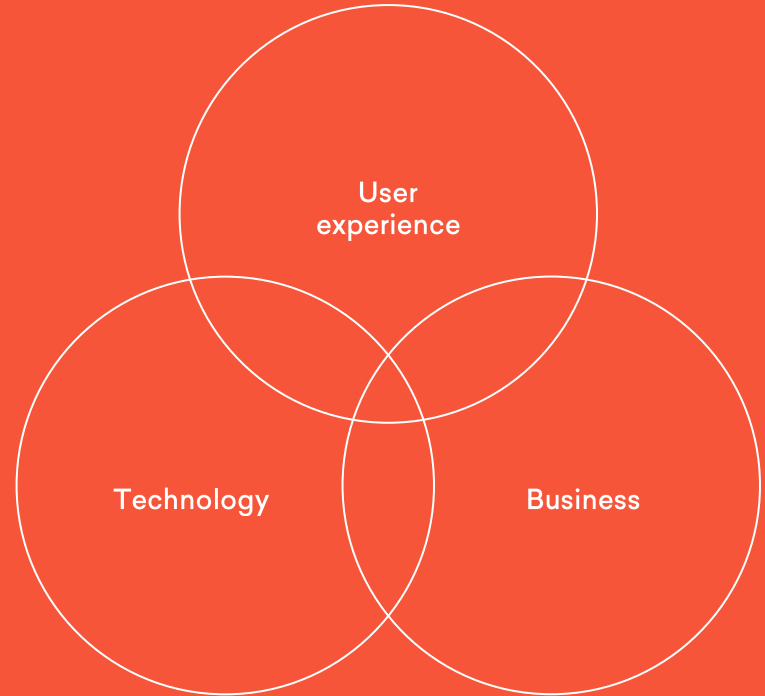
6

Elevate the **intricate into the intuitive** by bridging complex and technical processes into clear and universally understood stories.

We help our clients understand the future in today's dynamic landscape by examining it through three distinct lenses: user experience, technology and business.

Through our methodology, we gain a deep understanding of each client's needs and focus on creating innovative work dynamics that enrich every aspect of the challenge.

We deliver **results grounded in real micro- and macro-level realities**. Our creative process goes beyond the obvious, integrating the client's perspective while delivering unique, distinctive outcomes.



Mormedi can help you lead the energy transition through strategy, design, and ecosystem innovation.



Strategic future-proofing

Mormedi can help you stay ahead of regulatory, technological, and societal shifts by **designing resilient strategies and services that adapt to a rapidly evolving energy landscape.**



Customer experiences

By placing people at the center, Mormedi **designs intuitive and engaging experiences that build trust** and make sustainable energy choices more accessible and appealing to end users.



Business design

Mormedi collaborates with clients to **reimagine business models and value propositions** that align with low-carbon goals while **unlocking new revenue streams in the energy economy.**



Ecosystem-driven growth

Recognizing that no company can transition alone, Mormedi helps organizations **navigate and co-create value within complex networks of partners, regulators, and innovators.**



Seamless optichannel journeys

Mormedi **crafts seamless, consistent experiences across physical and digital touchpoints**, ensuring that customers can interact with energy services when, where, and how they choose.

Why us?



End-to-end support

From insight-driven concept development to design, build, and launch.



Cross Industry team

With a global perspective, supported by a network of sector experts.



Proven methodology

Delivering and validating energy solutions through an iterative process that prioritizes the needs of end-users and stakeholders.



Experience in delivery

With leaders in renewable energies and infrastructure.

We have worked for 22 Fortune 500 companies



repsol



Naturgy



Shell



acciona



LG

HITACHI

NISSAN

HYUNDAI

ALSTOM



Audi

SIEMENS



Mercedes-Benz



FUJITSU



Telefónica

BBVA

Unlock the full potential of the decarbonization paradigm

We help companies understand the opportunities and design new solutions that meet evolving customer and stakeholder expectations.

Let's work together!

Contact our team to discuss how to transform your business



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Gracias, Thanks, ありがとう,
Danke, 謝謝, Obrigado, Merci,
Graziñas

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