

A Closer Look at Our Brand

Essential Tools for Brand Leaders



Our brand will not take care of itself. We must take every opportunity to communicate who we are, what we do, and what we stand for. This is the responsibility of every person in our Group.

Our brand...

is expressed in thousands of points of contact where the customer meets our people and our work every day. A client (or recruit or investor) may encounter Cap Gemini Ernst & Young through any number of sources: a print advertisement, a brochure, our university, even when an employee answers the phone. And every time the client meets our brand, he or she forms an opinion about what our company looks like, feels like and stands for. That is why every point of contact is an opportunity to communicate a unified image of the Cap Gemini Ernst & Young brand.

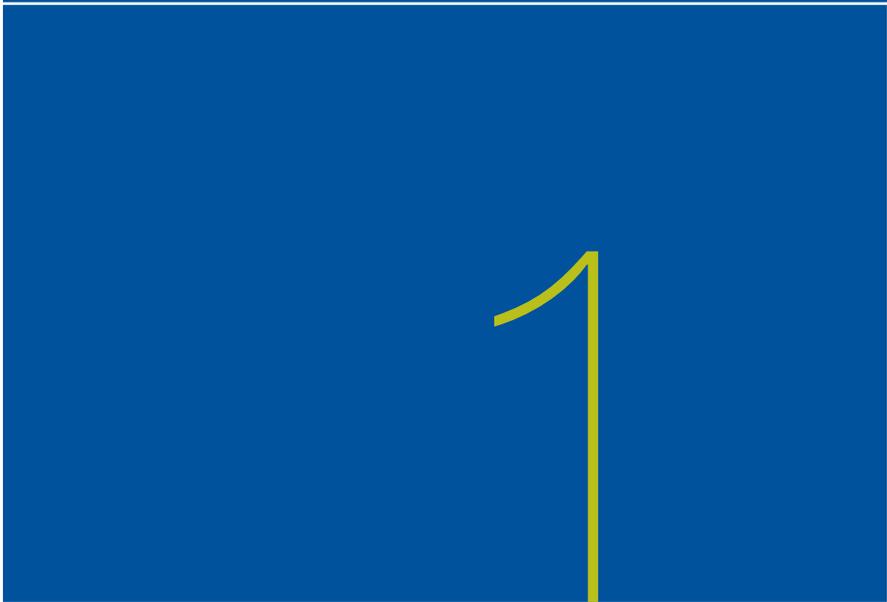
Our brand is not an abstract concept. It comes alive in the work you do every day, in the principles you apply, in the way you talk about the Group. The purpose of this book is to provide you with an all-in-one guide to our brand identity and strategy.

We hope it will help you to project a clear image of Cap Gemini Ernst & Young, because at the end of the day, our brand...

...depends on you.

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Chapter One: Managing Our Brand



1

Brand management is often “message management.” It means we have to understand the various messages at work in our organization and pursue a consistent strategy for using them.

Many of us have heard about our brand and brand vision. We may have seen materials that summarize our brand vision as “entrepreneurial creativity.” But what this means, how it can be used, and how it relates to our other messages are topics that require some explanation.

In this chapter, we will provide an introduction to brands, and more importantly, to our brand vision and core messages. The following chapters will offer more detail on why branding is important, will explain the language of our brand vision in more detail, and will provide tools for interpreting the brand through our communications materials.

What Is a Brand?

Contrary to popular opinion, a brand is not simply a name, a product, a logo or an advertising campaign. A brand is what happens when all of these elements combine with a **larger, compelling idea**. It can be thought of as a “set of associations” evoked by a name or symbol.

A brand is a **promise**, something people can count on time and time again when interacting with a company, its people and its products. When a brand is successfully managed, every aspect of a name, product and company will resonate with the brand’s message and everything that it stands for.

What Is Our Brand?

Our brand is how Cap Gemini Ernst & Young is perceived by our clients, prospects, suppliers, recruits, opinion leaders—even our competitors. These perceptions can differ between Chicago and Utrecht, between pharmaceutical and automotive companies, or between college-age recruits and experienced business people. All the same, there are a few **attributes** that are central to our brand:

Talent: Ours is a knowledge business and one of our key advantages is the consistently impressive expertise of our people. We are a talented group with deep experience in sectors and services, strategies and applications.

Creativity: We have a history of encouraging our people to engage in independent and original thinking. Whether we’re doing systems integration or building future business scenarios for our clients, we make a habit of looking for a solution that is as unique as the challenges faced by our clients.

Entrepreneurship: It’s not that we are entrepreneurial ourselves (though many of us are). Entrepreneurship is something we bring to our clients. Everything we do is related to finding new ways of doing business—or entirely new businesses—for our clients.

These brand attributes are the building blocks of our brand, the proof points on which we base our argument, “Why choose Cap Gemini Ernst & Young?” From Utrecht to Chicago, from pharmaceutical to automotive sectors, all of our communications should touch on these three ideas in some fashion.

The Brand Vision

A brand vision is a way of stating the “larger, compelling idea” of our brand. In a few words, it should summarize who we are and what we want to be known for. It should be easy to articulate, understand and remember, and should reflect a perception of the company that is shared by its people.

There are many ways to present a brand vision. The one we use has four elements: Who, What, Essential Equity, and Differentiators.

- The “Who” and “What” are easy to understand: They describe who we are and what we do in its most essential form. They are the brand’s personality and business purpose.
- The “Essential Equity” must build on the first two elements to articulate the one idea we want our brand to stand for in the minds of our customers. This is the **most important element** in the brand vision.
- “Differentiators” are the characteristics we can draw on to support the rest of our brand vision. They are our “proof points,” things that are true of the brand that support and amplify the brand vision.

Our Brand Vision:

Who: Families of bold thinkers with a passion for challenge and achievement

What: People who connect talent and technology to transform or create organizations and deliver measurable value

Essential Equity: **Entrepreneurial creativity** to solve complex things together

Differentiators: Breadth of services, offerings, sector focus, global reach with local presence, our people deliver, culture and values

Explaining Our Brand Vision

As we have said, a brand vision is the essential framework on which we build our brand. In just a few sentences, it summarizes what we do, who we are, and what we want to be known for. Still, for those of us with a leadership role in preserving and building the brand, a brief explanation of the brand vision may be helpful.

“**Who**” we are in the brand vision is a summary of our brand personality. The brand vision says we are “**families of bold thinkers with a passion for challenge and achievement.**” We are, of course, many other things as well, but this highlights characteristics that give us an edge over the competition.

Referring to ourselves as “families” underscores our diversity, while pointing to the distinct but related groups that can be found across regions, sectors, etc. We are “bold thinkers” not only because our talent and experience allow our people to innovate with confidence, but also because we place a high value on creative and novel solutions. We recognize that there is **no “one right way” to do our work.** That the needs of our customers vary by geography, industry sector, and organizational culture, and they are constantly evolving—yesterday’s solutions often do not address today’s problems.

“**What**” we do sums up our business model: “**Connect talent and technology to transform or create organizations and deliver measurable value.**” By emphasizing talent together with technology, we underscore the importance of a strategic approach to technology consulting. Our work in business processes, in outsourcing, in supply chain management—in nearly everything we do—is shaped by our commitment to bringing together the right mixture of human and technological resources.

By focusing on transformation or creation of organizations, our brand vision emphasizes our role in evolving our clients’ business strategies, processes and technology to keep pace with changes in the business environment.

Finally, “**entrepreneurial creativity**” is our essential equity, the centerpiece of our brand vision. If we want to stand for one idea in the minds of our customers, it is this one. Entrepreneurial creativity means we create new ways for our clients to do business. Sometimes we create entirely new businesses. It means we are champions of innovation, original thinking and change, while still focusing on concrete solutions to practical problems.

How We Express Ourselves

There are three core messages that we employ to describe ourselves and our work: our Group values, business proposition, and brand vision. These three messages provide an enduring basis for our communications and should be understood and embraced by all our people.

Our Group values have developed from years of common experiences. More than just a list of our principles, our values have come to define who we are and how we behave. They show where we have been and they shape where we will go.

Our business proposition sums up the value we provide to our customers. It underscores our practice of creating new approaches for our clients, connecting them internally and externally to enable informed and coordinated action, and adapting our solutions continuously to meet the demands of constantly shifting conditions.

Each of these messages has a distinct purpose and place in our work, and it is helpful to think about the brand vision as a complement to the Group values and business proposition.

Managing Our Messages

GROUP VALUES	WHAT THEY ARE:	WHAT THEY DO:	HOW TO USE THEM:	FOCUS ON...
<i>"Honesty, Boldness, Trust, Freedom, Team Spirit, Modesty, Fun"</i>	<i>A statement of the principles that guide our actions.</i>	<i>Provide a set of standards for ideals and ethics within the group.</i>	<i>As an inspiration and a set of parameters for behavior.</i>	<i>Principles—what ideals we live by.</i>
BUSINESS PROPOSITION	WHAT IT IS:	WHAT IT DOES:	HOW TO USE IT:	FOCUS ON...
<i>"Create, Connect & Evolve"</i>	<i>A statement of our value proposition for clients and employees.</i>	<i>Summarizes our strategy for helping people and organizations to develop.</i>	<ul style="list-style-type: none"> <i>To explain to clients how we can add value and provide solutions within a changing business environment.</i> <i>To emphasize to our own people that we encourage creativity, career choices and personal growth.</i> 	<i>Value—how our clients and people benefit from what we do.</i>
BRAND VISION	WHAT IT IS	WHAT IT DOES:	HOW TO USE IT:	FOCUS ON...
<i>"Entrepreneurial Creativity"</i>	<i>How we want to be viewed in the marketplace.</i>	<i>Tells the outside world what we stand for and what sets us apart from the competition.</i>	<i>To project consistent expectations to clients across sectors, service lines and regions.</i>	<i>Meaning—what we stand for to the outside world.</i>

Managing Our Brand

As a Source of Light

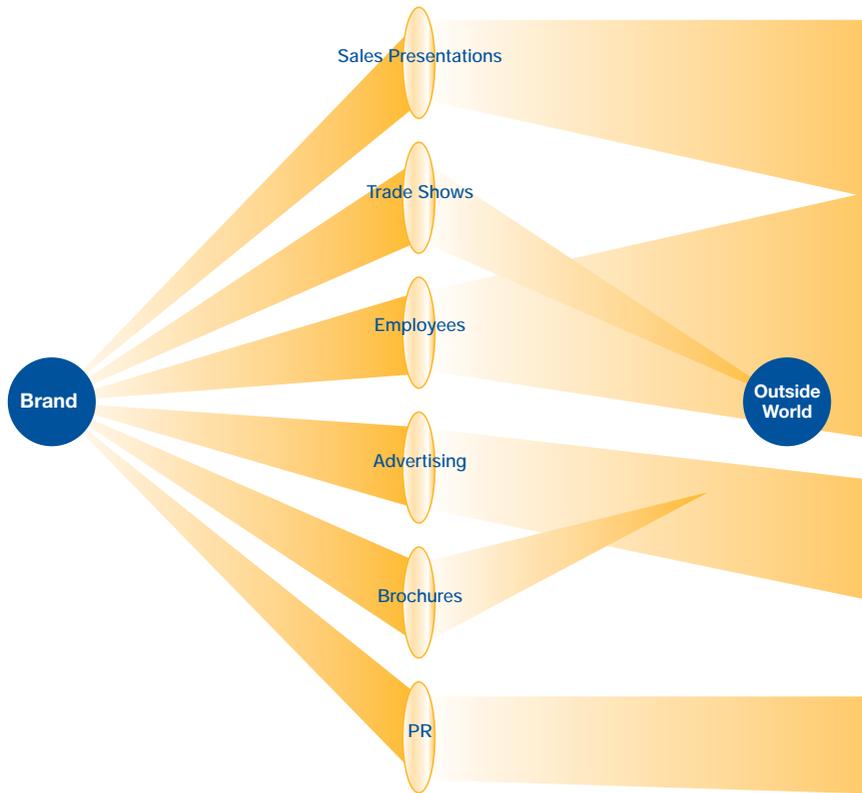
We often hear about “projecting” a brand image, and it can be helpful to think of the brand as a source of light projected to the outside world. Any company’s goal, of course, is for the line to be pin-point sharp, laser-focused so the outside world sees a clearly defined and credible image.

This would be easy if we lived in a simplified world. If, for example, advertising were our only point of contact with the outside world, we could quite easily focus the brand through the advertising lens and communicate one brand and one vision.

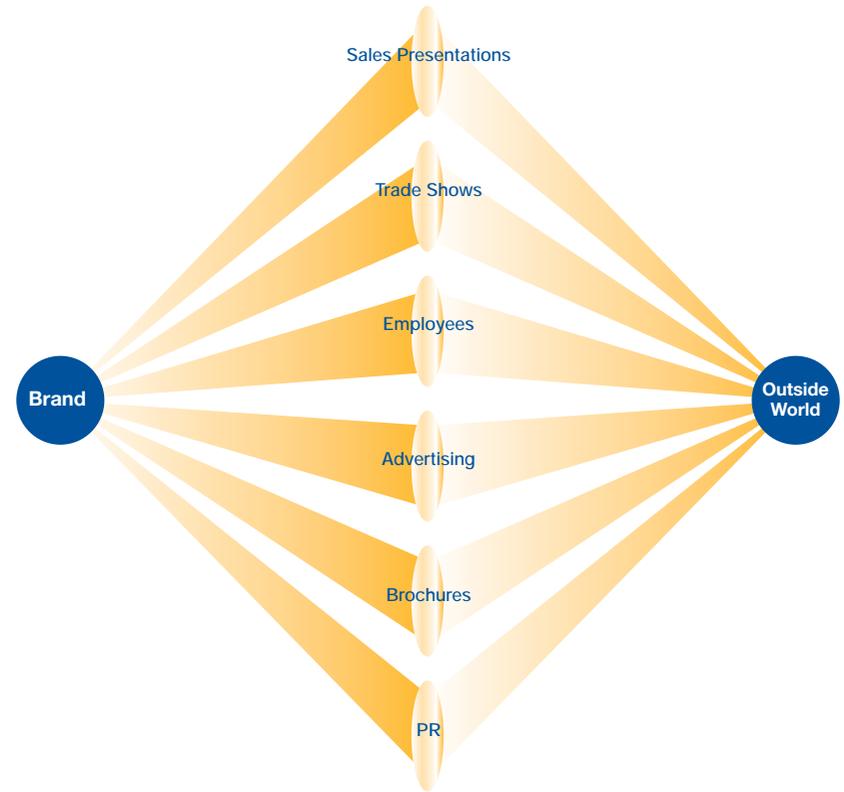
But the reality is that sales presentations, employees, recruitment, trade shows, brochures, and PR are also key points of contact that contribute to how people perceive and understand the brand. Without a common understanding of what the brand stands for at each of these points of contact across each area of the company, the image projected to the outside world will become fragmented, ill-defined and ultimately, lack credibility.

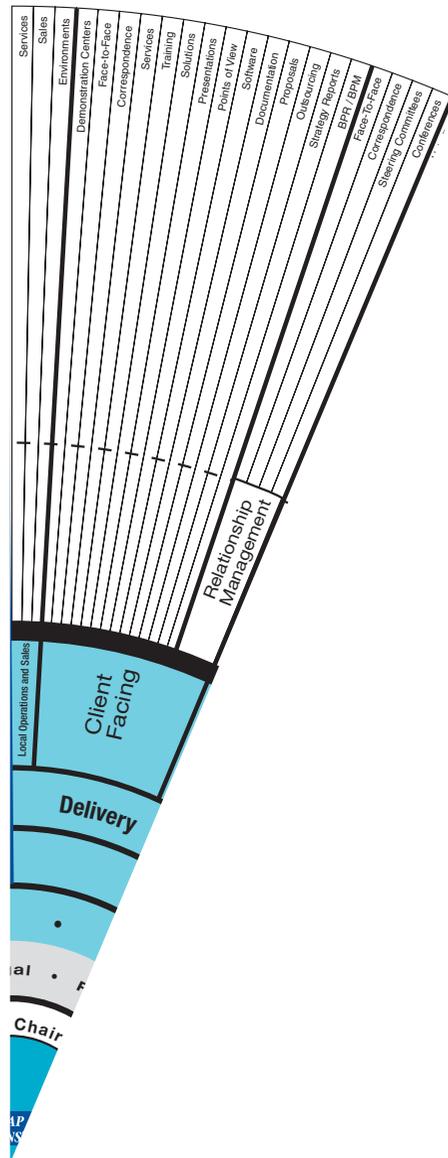
By ensuring that all of our people embrace the brand and what it stands for, we will be able to focus the lens at each point of contact.

Vague and Disparate Understanding



One Common Understanding





What Does This Mean for You?

- You, your work and the materials you produce are all integral parts of brand management, so it is critical that you have a proper understanding of what our brand means.
- No communication with the outside world is successful unless it reinforces our brand message. Don't be too literal: instead of using the phrase “entrepreneurial creativity,” use language that suggests creativity. Our recruiting line, “the freedom to be outstanding,” is one example of effective language that builds the brand.
- If you work in senior management, communications, marketing or HR, then being a brand leader is part of your job. This means not just communicating the brand effectively yourself, but taking an active role to bring the rest of your team into a common understanding of the brand as well.

Brand leadership is a challenge. It requires that you understand the brand message and know how it is filtered through the points of contact in your part of the organization.

But how do you motivate people to care about the brand? What do you say when they question whether it really matters? This is the topic of the next chapter.

Chapter Two: Why Build Our Brand?



2

Consumer vs. Business Services Brands

For a broad range of consumer products, the urgency of building a strong brand needs no explanation. People choose Coke over Pepsi not because they prefer the taste (blind taste-tests show they don't), but because they are attracted by Coke's "intangibles," by the personality of the brand. The same goes for detergents, clothing, even consumer electronics.

But in a business services market, things are different. Clients are negotiating contracts worth millions. They rely on careful research and analysis. They carefully weigh the capabilities of one company against another. Many wrongly believe that brands are of little value in this environment.

As a result, nearly every article and conference about brands focuses on consumer brands such as Coke, Nike, and Levi's, and senior executives in business services companies have grown to believe that brand-building is less relevant to their companies than to McDonalds, General Motors or Procter & Gamble. With the recent growth in the business services marketplace for both established and unknown brands, executives questioned investments in brand-building because, "our multiple and profits are soaring without it."

So the question is "Why"—why should the brand matter in an area where many believe that most deals are done as a result of strong corporate relationships?

Tangible Benefits

This advertisement was produced decades ago—and while bow ties may have gone out of style, tough questions from clients have not.

Our business development professionals are confronted with these challenges every day: prospective clients with little awareness of who we are, what we do, our record or what we stand for.

And it's not limited to the sales force. The last line in the advertisement could easily be changed to:

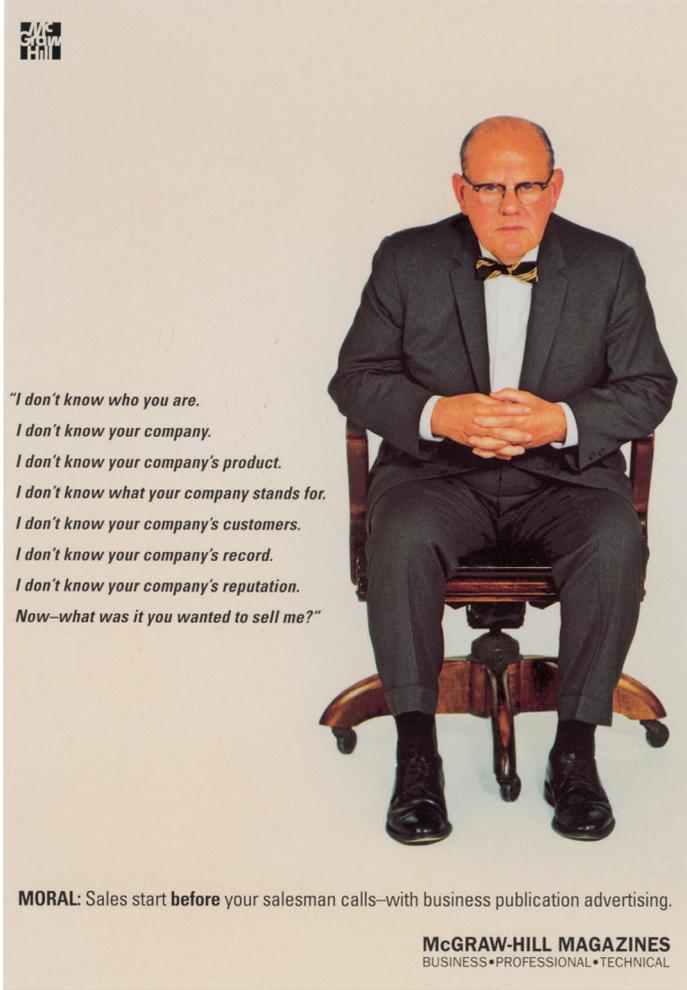
“Why should I recommend your services to another one of my business units?”
 “Why should I give your stock a ‘buy rating?’”
 “Why should I join your company?”

A strong brand can help traditional sales, cross-selling, stock performance and recruiting because brands serve as an excellent form of shorthand. They compress data better than anything else. They signal; they identify. They pull all of the product and service attributes together in a unique way.

In an age of information overload, this shorthand communication is essential to success.

Think of IBM or GE. We immediately know that any product or service with their name attached to it stands for leadership, innovation and reliability. You don't have to agree that the reputation is deserved to see how these brands help their people sell, recruit and do business. They don't need to spend precious time in front of the client explaining their credentials, capabilities and differentiators.

Strong brands allow business services companies to focus on making money, not making introductions. That's brand shorthand.



*“I don't know who you are.
 I don't know your company.
 I don't know your company's product.
 I don't know what your company stands for.
 I don't know your company's customers.
 I don't know your company's record.
 I don't know your company's reputation.
 Now—what was it you wanted to sell me?”*

MORAL: Sales start **before** your salesman calls—with business publication advertising.

McGRAW-HILL MAGAZINES
 BUSINESS • PROFESSIONAL • TECHNICAL

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A Model for Brand-Building

Building a strong brand has two objectives:

Establish Credentials

This is where we communicate what business we are in, what services we provide, our capabilities and track record. Cap Gemini Ernst & Young must emphasize the breadth of services we provide, our offerings, our sector focus, our global reach with local presence, the fact that our people deliver, even our culture and values—all the “differentiators” in our brand vision.

Convey the Brand Personality

Here is where we communicate what makes us unique. Our brand vision highlights “entrepreneurial creativity” to convey how we encourage our people to explore innovative approaches while never losing sight of the end goal: new ways of doing business or new businesses for our clients. We will explain this in further detail in the next chapter.

Brand leaders have to help their colleagues meet these two objectives while setting a strong example in their own communications.

This is a challenging task, but take heart: brand building is a process that feeds off its own momentum. Communicating a strong message effectively tends to raise awareness of the brand, which leads to stronger sales and recruiting. These in turn generate higher profits and stock valuations, which themselves attract more attention and brand awareness. This just makes it easier to build the brand in the long run.



The conventional thinking on brand-building is that it is done primarily through advertising. But as the recent decline among dot-com companies shows, relying too heavily on advertising is a risky strategy.

The simple truth is that brands are like icebergs and advertising is only the most visible element. Advertising is important and powerful, but even companies that do not advertise have to manage their brands. For business services brands, this primarily takes place through the work of thousands of people who have little or nothing to do with advertising.

In the next chapter we will focus more on the **content** of our brand message and the unique characteristics that allow us to connect to our customers.

Chapter Three: What Our Brand Means

3

Every successful brand has a personality that is both unique and compelling. Customers need to know not just how we are different, but specifically how these differences translate into better service.

An individual's personality is a rich and varied set of beliefs and behaviors, and a brand personality is no different. It embraces who we are, what we do, and what we stand for; how we act and how we are perceived by others. Of course, where the brand personality involves tens of thousands of people, one of the great challenges is to understand the unique characteristics that our people share across geography, service line or sector.

So what is behind our brand? What do we stand for? What should we emphasize when we talk about Cap Gemini Ernst & Young to people outside the group?

What We Stand For

Entrepreneurial creativity is about joining together two important ideas: original thinking and practical applications. Our brand embraces both of these concepts, which means that our clients can expect us to begin every job with a fresh approach, but also to maintain a strict focus on the business objectives at hand.

By emphasizing creativity as the key to our brand, we commit to seeking solutions that are as unique as the real-world problems faced by our clients.

So what makes us unique?

In large part, it is due to our history. For three decades Cap Gemini Ernst & Young has pursued a bold strategy of acquisition, enhancing the capabilities and geographic range of the Group. More recently, strategic alliances with leading IT and business services companies have allowed us to extend our reach even further.

Respect for difference, tolerance for alternative approaches and a collegial attitude are powerful currents in Cap Gemini Ernst & Young's history. And these practices in turn allowed us to attract a highly talented workforce who value original thinking and creativity. This is how "the freedom to be outstanding" came to be a rallying cry within the Group.

Today, this creativity is at the core of our brand. But it is essential that we understand the kind of creativity we embrace and why we call this "entrepreneurial creativity."

We are **original thinkers**, but we are not:

- eccentrics
- "pure" theorists
- ideologues

We are "grounded" by the entrepreneurial side of our creativity. We see theory as a means to real-world solutions, ideas as critical to new applications. We are deeply **practical thinkers**. We see our brand as giving us the "freedom to create" something of value for our clients. We are driven to put our ideas to good use in a business application, whether it is strategy, business processes, IT or outsourcing. Simply put, if you work at Cap Gemini Ernst & Young, you know that creativity is just the starting point; the work is never complete until you have put your original ideas to good, practical use.

It is important to understand that entrepreneurial creativity does not necessarily require that we act as entrepreneurs. The level of entrepreneurial behavior within the Group varies widely by region, service line and sector. What does not vary is our commitment to **entrepreneurial change for our clients**, to helping them devise and create new ways of doing business or new businesses. This is the centerpiece of our brand.

Marking the Difference

What we do as a company does not necessarily distinguish us from our competitors; this is where entrepreneurial creativity (the “essential equity” of the brand vision) is so important.

None of our competitors combines a strong culture of creativity with a passion for delivery. No one matches our ability to conceive innovative solutions and carry them into practice. No one shares our claim to entrepreneurial creativity. Our clients agree that this sets us apart. More importantly, they tell us this gives them an important reason to select us over the rest of the field.

The Brand in Action: What You Can Do

Understanding the rationale behind our brand vision means little without a concrete understanding of how to translate this into practice. How does entrepreneurial creativity help us go to market? The rest of this book is devoted to answering this question, but an overview can be provided here.

A brand is communicated in four ways:

- **our services**
- **our words**
- **our images**
- **our environments**

Our services already reflect entrepreneurial creativity to a large degree. But new employees join every day. They need to understand that we support and encourage original thinking, that we place little value in “off-the-shelf” solutions. And we need to keep them trained on our end goal: entrepreneurial solutions for our clients. Through recruitment, on-boarding and professional development programs, we should take every opportunity to reinforce our brand message. This will attract people who believe in our traditions and help carry them on in their own work.

Our words can help people understand what makes us unique. In sales presentations, analysts meetings, client correspondence and training programs, we describe what we do in a thousand ways. Unfortunately, it is easy to leave conflicting impressions of what we do and what drives our work.

By focusing on the theme of entrepreneurial creativity, we leave a coherent idea of who we are and what we stand for. It is not necessary to use the exact phrase. What is important is to evoke the ideas behind the brand vision: original thinking, innovation, freedom to create, as well as a passion for delivery, for useful solutions, for helping clients find new ways of doing business. Ideas for building the brand through copy-writing are presented in Chapter 5.

Our images often speak louder than our words, especially in a global business environment where many languages are spoken. We can reinforce our brand message by aligning our design, layout, illustrations and photography in our printed and electronic materials with the brand vision. This can be done by using the design criteria in Chapter 5 of this book.

Finally, **our physical, built environments** play an important role. Customers often visit our offices and facilities, whether for business planning sessions, training, or to tour an Operate site. The way we design and maintain these environments says important things to our clients (and of course to our people) about our corporate culture and values.

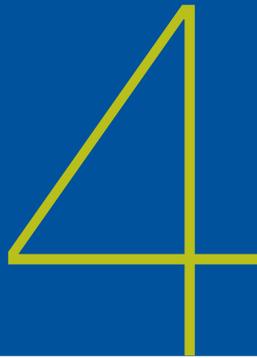
Do our offices look drab? Do they seem more focused on our own needs than those of our customers? This can send the wrong message. Thoughtful architecture, interior design, signage and trade-show materials can reinforce the brand message in ways that words and images can not.

Tools for Action

The material presented so far has been intended to increase your understanding of the Cap Gemini Ernst & Young brand. We have discussed what a brand is, why branding is important for business services companies, what our brand vision says and what it means.

The rest of this book is devoted to providing you with the tools necessary for communicating our brand effectively. We will explain how to interpret the brand in design and copy, what kinds of images are more effective than others and what kind of language best conveys entrepreneurial creativity.

Chapter Four: Brand Basics



Group Identity Guidelines

For graphic designers, production staff and personnel involved with the creation and publication of materials, descriptive information about our brand is just a starting point. These people require technical information about how to carry our brand message through detailed elements of design and production, such as logotype usage, colors and typography.

To meet this need, we have created an extensive resource of Group Identity Guidelines, which can be accessed on the Intranet at: www.cgey.com/guidelines. The Identity Guidelines offer a specific set of rules for execution of printed and electronic materials. They provide templates, measurements, descriptions and layouts to help users conform to the Group look and feel in everything they produce.

In this chapter you will find an extract from the Identity Guidelines, covering some of the most important basic rules and information. Please review this material carefully and be sure to visit the complete Intranet site for additional information.

Logotype

Our logotype is the foundation of our visual identity. It should be presented in its proper form, dimensions and orientation on all our materials.

Alteration of the logotype or its components should never be undertaken without prior approval from the Corporate Communications Department.



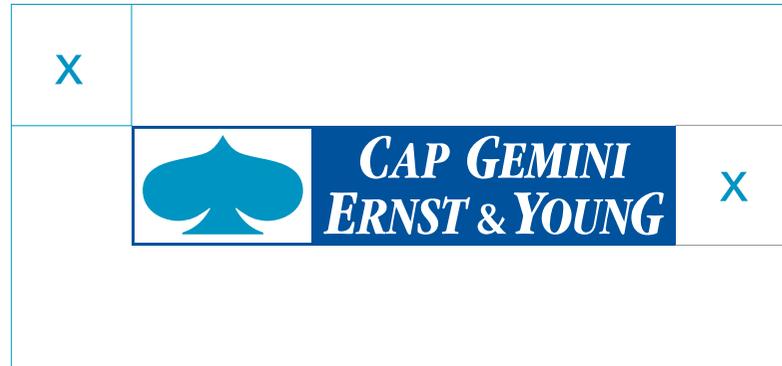
This is the correct form of the Cap Gemini Ernst & Young logotype, in color and black and white. Be sure to use only a digital or camera-ready version of the logotype.

The logo can appear on a white or light solid background, or on a black or dark solid background.



The Protection Zone

The protection zone is the area around the logotype that must be free of any text or imagery.



Logotype: DON'T



Never remove the spade from the logotype lock-up.



Do not re-arrange the logotype elements.



Do not reverse the logotype colors.



The logotype should never be condensed or expanded.



Do not alter the title within the logotype.



Never add an element or descriptor to the logotype.



Do not change the colours in the two-color logotype.



Do not change the colour in the one-color logotype.



Worldwide Finance Sector

Never add an element or descriptor to the logotype. Use only the approved one-color version of the logotype.



Do not add a border to the logotype.

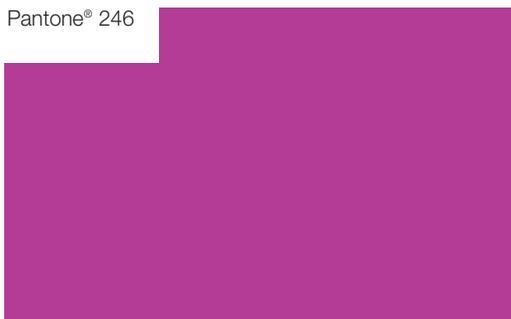
Color Palette

Color is as important to our brand as our logotype or typography. It is largely the way our colors interact on a page (or a screen) that creates the unique feel of our brand. As you will see, all of our colors have been selected to complement one another and our logotype.

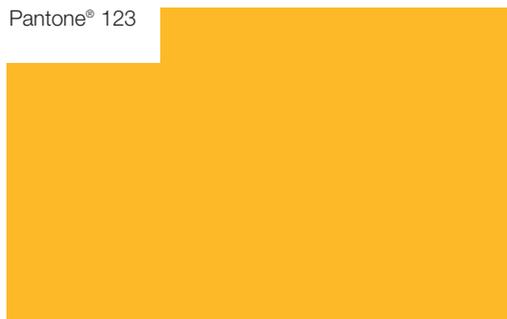
Pantone® 287



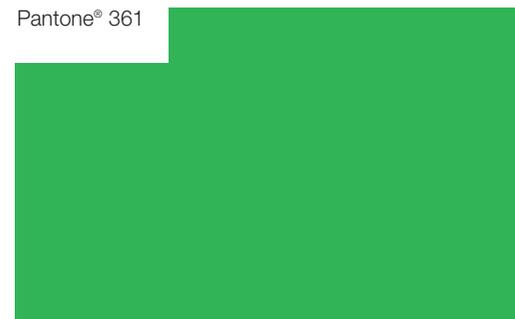
Pantone® 246



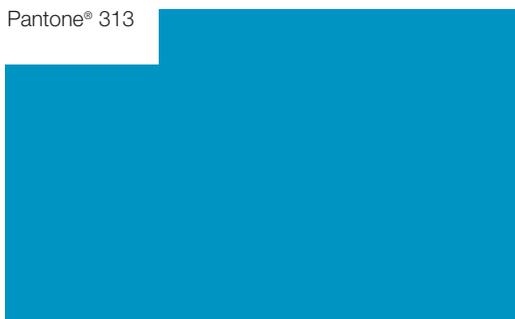
Pantone® 123



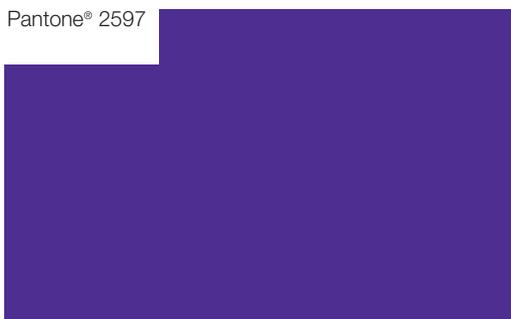
Pantone® 361



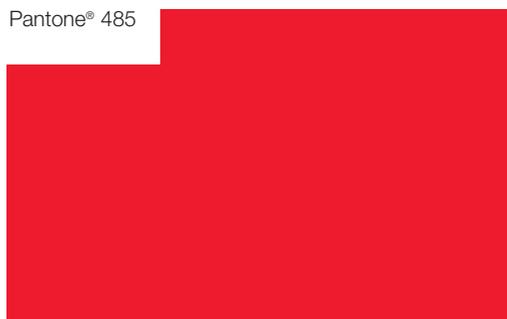
Pantone® 313



Pantone® 2597



Pantone® 485



Pantone® 382



The colors shown throughout this manual have not been evaluated by Pantone, Inc. for accurate PANTONE® Color Standards and may not match the PANTONE Color Standards. For accurate PANTONE Color Standards refer to the current edition of the PANTONE Color Formula Guide. PANTONE® is a registered trademark of Pantone, Inc. used under license.

Typography

Consistent typography in all Cap Gemini Ernst & Young communications ensures visual continuity and strengthens impact. The typefaces shown here have been carefully chosen to represent our brand. Exercise the same care when using the typefaces as you would with any other branding device. Berkeley and Helvetica Neue are the primary typefaces and have become as intrinsic to our brand as our logotype or colour palette.

Berkeley

Berkeley Book

Berkeley Book Italic

Berkeley Medium

Berkeley Medium Italic

Berkeley Bold

Berkeley Bold Italic

Berkeley Black

Berkeley Black Italic

Helvetica Neue

Helvetica Neue Thin

Helvetica Neue Thin Italic

Helvetica Neue Light

Helvetica Neue Light Italic

Helvetica Neue Roman

Helvetica Neue Roman Italic

Helvetica Neue Medium

Helvetica Neue Medium Italic

Helvetica Neue Bold

Helvetica Neue Bold Italic

Helvetica Neue Heavy

Helvetica Neue Heavy Italic

Our Visual Identity

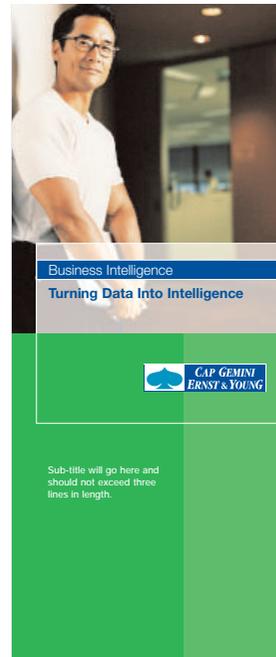
The building blocks of our brand—logotype, colors and typography—are brought together in a coherent visual identity that is designed to convey our most important brand attributes. It is very important for designers, communications and marketing personnel to be familiar with the look and feel of our visual identity system as it relates to materials under their supervision.

Our visual identity communicates our most essential brand attributes (“talented, creative and entrepreneurial”) through style criteria that have been developed to translate our brand message into visual terms. The corresponding style criteria are “bold, unexpected and focused,” characteristics which should apply to all materials produced by the Group. See Chapter 5 and the Identity Guidelines site for more information on these terms.

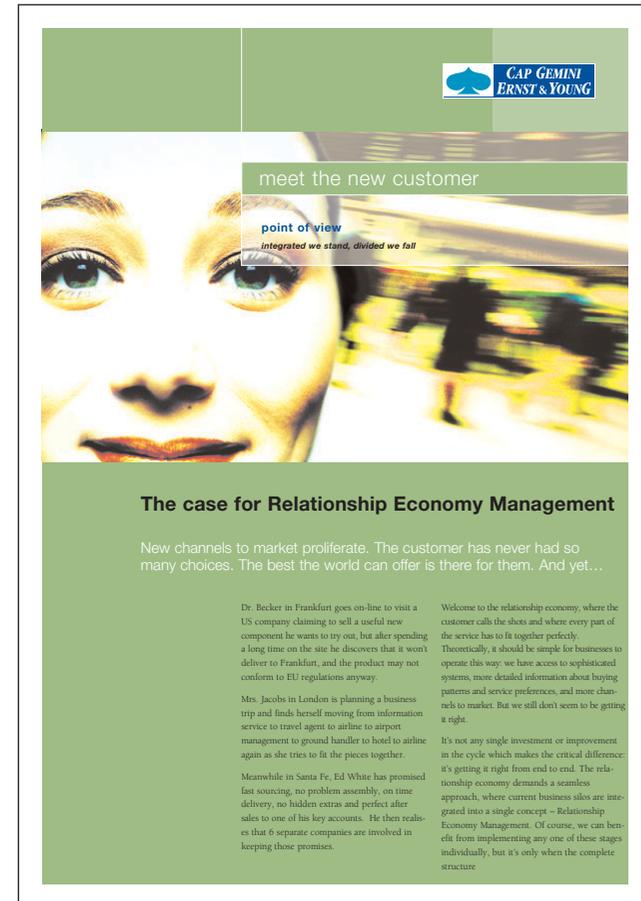
As you can see, the layouts and materials that conform to the visual identity system combine bold use of color and unexpected imagery with a focused approach to design.

Successful implementation of the visual identity system will result in materials that reflect our brand’s unique characteristics. They will combine use of the logotype, colors, a distinctive style of imagery, and repeated design elements to communicate a clear and compelling brand personality.

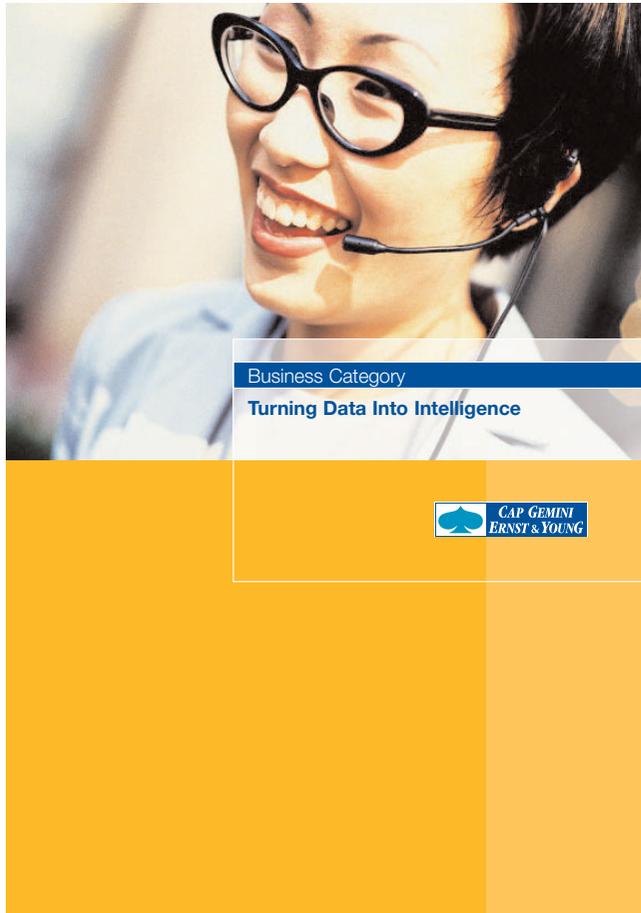
The information presented here is only a small portion of what is contained on the Identity Guidelines site. Please visit: www.cgey.com/guidelines for more detailed guidance, additional ways to build the brand, and useful templates for producing a variety of materials.



Small Portrait Brochure



Point of View



A4 Brochure Cover

Getting Results with a Business Intelligence Program

Veteres ita miratur laudatque poetas, ut nihil anteferat, nihil illis comparet, errat. Si quaedam nimis antiquae, si peraeque dure dicere credit eos, ignave multa fatetur, et sapit et mecum facit et lova iudicat aequo. Non equidem insector delendave carmina livi esse reor, memini quae plagosum mihi parvo orbilium dictare; sed emendata videri pulchraque et exactis minimum distantia miror. Inter quae.

The Cap Gemini Ernst & Young Solution

Honeste, qui vel mense brevi vel toto est iunior anno. Utor permissio, caudaeque pilos ut equinae paulatim vello unum, demo etiam unum, dum cadat elusus ratione ruentis acervi, qui redit in fastos et virtutem aestimat annis miraturque nihil nisi quod libitina sacravit. Ennius et sapines et fortis et alter homerus, ut critici dicunt, leviter curare videtur, quo promissa cadant et somnia pythagora. Naevius in manibus non est et membris haeret paene recens. Adeo sanctum est vetus omne poema. ambigitur quotiens, uter utro sit prior, aufert pacuvius docti famam sensis accius alti, dicitur Afrani toga convenisse menandro, plautus ad exemplar siculi proprore epicharmi, vincere caecilius gravitate, terentius arte. Hos ediscit et hos arto stipata theatro spectat Roma potens; habet hos numeratque poetas ad nostrum tempus Livi scriptoris ab aevo. Interdum volgus rectum videt, est ubi. Lore Si veteres ita miratur laudatque poetas, ut nihil anteferat, nihil illis comparet, errat. Si quaedam nimis antiquae, si peraeque dure dicere credit eos, ignave multa fatetur, et sapit et mecum facit et.

lova iudicat aequo. Non equidem insector delendave carmina Livi esse reor, memini quae plagosum mihi parvo orbilium dictare; sed emendata videri pulchraque et exactis minimum distantia miror lorme dolor ipsium nonummy quis verte cento credo alvhi. Inter quae verbum emicui si forte decorum, et si versus paulo concinnior unus et alter, inuisse totum dicit vendique poema.

Strategy Workshop

Si meliora dies, ut vina, poemata reddidit, scire velim, chartis pretium quotus arroget annus. scriptor abhinc annos centum qui decidit, inter perfectos veteresque referri debet an inter vilis atque novos. Excludat iurgia finis, est vetus atque probus, centum qui perficat annos. Quid, qui deperit minor uno mense vel anno, inter quos referendus erit. Veteres poetas, an quos et praesens et postera respuat aetas. Iste quidem veteres inter ponetur honeste, qui vel mense brevi vel toto est iunior anno. Utor permissio, caudaeque pilos ut equinae paulatim vello unum, demo cadat elusus ratione ruentis acervi, qui redit in fastos et virtutem aestimat annis miraturque nihil nisi quod libitina sacravit. Ennius et sapines et fortis et alter homerus, ut critici dicunt, leviter curare videtur, quo promissa cadant et somnia pythagora. Naevius in manibus non est et membris haeret paene recens. Adeo sanctum est vetus omne poema. ambigitur quotiens, uter utro sit prior, aufert pacuvius docti famam sensis accius alti, dicitur Afrani toga convenisse menandro, plautus ad exemplar siculi proprore epicharmi, vincere caecilius gravitate, terentius arte. Hos ediscit et hos arto stipata theatro spectat Roma potens; habet hos numeratque poetas ad nostrum tempus Livi scriptoris ab aevo. Interdum volgus rectum videt, est ubi peccat. Veteres ita miratur laudatque poetas, ut nihil anteferat, nihil illis comparet, errat. Si quaedam nimis antiquae, si peraeque dure dicere credit eos, ignave multa fatetur, et sapit et mecum facit et lova iudicat aequo. Non equidem insector delendave carmina Livi esse reor, memini quae plagosum mihi parvo orbilium dictare; sed emendata videri pulchraque et exactis minimum distantia miror. Inter quae verbum emicui si forte decorum, et si versus paulo concinnior unus et alter, inuisse totum dicit vendique poema nonummy quis veteres miratur.

Business Intelligence Strategy Workshop

Adeo sanctum est vetus omne poema. ambigitur quotiens, uter utro sit prior, aufert pacuvius docti famam sensis accius alti, dicitur Afrani toga convenisse menandro, plautus ad exemplar siculi proprore epicharmi, vincere caecilius gravitate, terentius arte. Hos ediscit et hos arto stipata theatro spectat Roma potens; habet hos numeratque poetas ad nostrum tempus Livi scriptoris ab aevo. Interdum volgus rectum videt, est ubi peccat. Veteres ita miratur laudatque poetas, ut nihil anteferat, nihil illis comparet, errat. Si quaedam nimis antiquae, si peraeque dure dicere credit eos, ignave multa fatetur, et sapit et mecum facit et lova iudicat aequo. Non equidem insector delendave carmina Livi esse reor, memini quae plagosum mihi parvo orbilium dictare; sed emendata videri pulchraque et exactis minimum distantia miror. Inter quae verbum emicui si forte decorum, et si versus paulo concinnior unus et alter, inuisse totum dicit vendique poema nonummy quis veteres miratur.

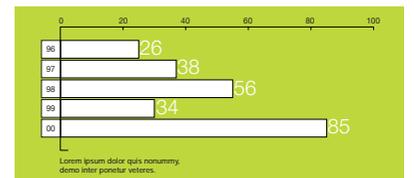


Honeste qui vel mense brevi vel toto est iunior anno. Utor permissio, caudaeque pilos ut equinae paulatim vello unum, demo aliam unum, dum cadat elusus ratione ruentis acervi sit.

Blueprint—Planning the Way Ahead

Honeste, qui vel mense brevi vel toto est iunior anno. Utor permissio, caudaeque pilos ut equinae paulatim vello unum, demo etiam unum, dum cadat elusus ratione ruentis acervi, qui redit in fastos et virtutem aestimat annis miraturque nihil nisi quod libitina sacravit. Ennius et sapines et fortis et alter homerus, ut critici dicunt, leviter curare videtur, quo promissa cadant et somnia pythagora. Naevius in manibus non est et membris haeret paene recens. Adeo sanctum est vetus omne poema. ambigitur quotiens, uter utro sit prior, aufert pacuvius docti famam sensis accius alti, dicitur Afrani toga convenisse menandro, plautus ad exemplar siculi proprore epicharmi, vincere caecilius gravitate, terentius arte. Hos ediscit et hos arto stipata theatro spectat Roma potens; habet hos numeratque poetas ad nostrum tempus Livi scriptoris ab aevo. Interdum volgus rectum videt, est ubi peccat permo cento dolor quis.

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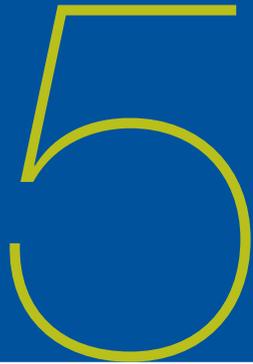
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IT Architecture Strategy

Adeo sanctum est vetus omne poema. ambigitur quotiens, uter utro sit prior, aufert pacuvius docti famam sensis accius alti, dicitur Afrani toga convenisse menandro, plautus ad exemplar siculi proprore

A4 Brochure Inside Spread

Chapter Five: Interpreting the Brand in Design and Copy

A large, stylized yellow number '5' is centered within a white rectangular box. The number is composed of thick, rounded lines. The top bar is horizontal, the left stem is vertical, and the bottom curve is a semi-circle. The box is positioned on the left side of the slide, below the chapter title.

Our Brand at Work

A clear understanding of the meaning of our brand means little if we lack the tools to put it into practice. How do we create materials that “say” Cap Gemini Ernst & Young? That reinforce our brand message and connect to our customers? What kind of images and copy support the brand?

The answers to these questions are necessarily somewhat subjective. A photograph that says “creativity” to one person may say something quite different to another. Nevertheless, developing and using executional style criteria is an essential step in communicating the brand effectively.

The examples offered below are neither exhaustive nor definitive. They are meant to offer guidance in translating concepts like “talented,” “creative” and “entrepreneurial” into a consistent style of prose and design. Using them as inspiration for your own creative efforts will help you project a common understanding of our brand to the outside world.

Style Criteria

Every brand has many attributes—that is, descriptors of its corporate assets and personality. But a smart brand will define its most essential attributes and use these as the springboard for all its communication. This will ensure that all content stays focused and consistent for all the brand’s key audiences.

But even consistency of content is not enough. The brand’s “aesthetic”—its design and copy style—plays a large role in projecting the brand’s unified front.

In the chart presented here, we show how key attributes from the brand vision can be translated into style criteria with direct applications in writing copy and designing publications. Below, we show how these criteria (bold, unexpected and focused) can be applied to materials produced within the Group.

ATTRIBUTES	TALENTED	CREATIVE	ENTREPRENEURIAL
WHAT WE MEAN:	knowledgeable experienced thoughtful expert techno-savvy	imaginative free independent diverse stylish	committed effective productive innovative practical
RATIONALE:	<i>With a broad base of knowledge and experience, we are able to take bold actions and manage risk with confidence.</i>	<i>The freedom to be outstanding allows us to produce work that is fresh and unique.</i>	<i>We're committed to one standard of success: making every solution succeed on the client's terms.</i>
STYLE CRITERIA	BOLD	UNEXPECTED	FOCUSED
...FOR COPY	informed experienced direct	surprising frank insightful	clear succinct uncomplicated
...FOR DESIGN	modern confident strong	striking unique artistic	direct clean simple

Interpreting the Brand in Copy: Brochure

This opening page for an IT brochure is a good example of how overly technical language can make our brand seem dull, predictable and irrelevant. Since this copy introduces this brochure, it should also introduce the reader to the key personality attributes of our brand: talented, creative and entrepreneurial. The “do” version brings in these attributes through both content and style.

Sample Copy: DON'T

*With today's Information Technology (IT), companies can do more than automate data, they can choose to innovate. **1** Intelligent application of technology in support of long-range strategy often leads to the creation of new business opportunities and other advantageous results.*

*At a minimum, Information Technology can reduce costs, improve quality, enhance service, manage risk, and refine decision making. When the full potential of advanced technology **2** is realized, however, the impact on business can be significant.*

*Our purpose at Advanced Technology Services (ATS) is **3** to assist companies in using the latest proven technology to improve both their businesses and the ways they conduct business. We work closely with the client to assure that we employ technology as a **4** business enabler to arrive at the right solution.*

For us, the right solution means a combination of outcomes. The client's company is repositioned for future success. End users are provided the tools they need to transact business. The value chain is affected in an immediate and positive way.

*We can deliver these gains primarily because we understand the business of technology and because we remain focused on the key deliverable: **5** a return on investment for our client.*

- 1** Overly complicated and weak sentence structure.
- 2** Too much passive voice.
- 3** How is this different from any competitor's purpose?
- 4** Jargon.
- 5** This seems like the least you could hope for! The writer seems afraid of putting a stake in the ground—hardly a mark of “entrepreneurial creativity.”

Please note: all copy in this section has been altered from its original state for the purposes of this exercise.

This rewrite is simpler, more succinct and focused on one argument: Cap Gemini Ernst & Young uses IT to create business improvement. The copy emphasizes our attributes—namely, our talent base and technological inventiveness—in support of this argument.

Sample Brochure Copy: DO

1 *You already know what updating your IT system can do for you.*

*You know it will reduce costs, improve quality, enhance service, manage risk, and refine decision making. **2** But you may not know it can revolutionize your business. And it's this level of innovation Cap Gemini Ernst & Young looks to bring to your next project.*

*At Advanced Technology Services (ATS), we believe IT shouldn't produce just short-term improvements, but long-range strategies for greater growth potential and new business opportunities. To meet this goal, we bring to each project **3** Cap Gemini Ernst & Young's long-standing reputation for technological expertise and business insight. We also bring **4** a belief that there's always a better way to do something, paired with an open and fresh perspective to find the right solutions.*

You'll know when we've succeeded, because you'll come to share our only definition of success: immediate and positive improvement of not just your IT system, but your business as a whole.

1 Unexpected opening.

2 More conversational. The copy speaks directly to the customer.

3 Emphasis on knowledge base and experience.

4 Emphasis on "entrepreneurial creativity."

Interpreting the Brand in Copy: Web Site

The first thing you notice about the following copy will probably be its density. How often do you feel like reading lengthy paragraphs off a computer screen? Web site copy should be easy to skim, containing one complete idea or selling point per screen.

Sample Copy: DON'T

1 *In many businesses today, many aspects of business are being re-engineered, back-offices are being automated, organizations are being streamlined, product or service offerings are being revised, and marketing is being invested in. Some of these companies have reduced their cost bases with profit margins remaining under pressure and sales needing revitalization. There is also an increasingly complex marketplace with more competition and new entrants challenging market share. There are new channels, new markets, new technological advances, and new political and legislative factors that are changing the way business gets done. Concurrently, customers are better informed, more demanding and likely to be less loyal.*

*Many companies today are thus wondering how to increase both revenues and profitability in such a dynamic environment. **2** One helpful method would be to apply a general sales model in order to create greater perspective on the problems at hand. Here is an example of one of these models, demonstrating how the average customer experiences a given product or service.*

3 *First, the customer will explore the product, by expressing a need, becoming receptive to signals from the marketplace, and searching for a suitable product or service. Second, the customer will find a product, evaluate and select it from various options. Third, the customer will buy the product. And fourth, the customer will enjoy, receive and use the product, and will hopefully be delighted when expectations are met.*

*By using this approach, **4** Cap Gemini Ernst & Young is the company to determine the exact nature of each company's unique challenge in this turbulent marketplace, and consequently, find the appropriate solution to meet that challenge.*

- 1** This entire paragraph is vague and detached.
- 2** This passive construction contributes to the copy's cumbersome, long-winded tone.
- 3** While the author tries to separate out each idea, the paragraph format keeps them from being truly easy to read.
- 4** This goal is in no way compelling or differentiated from our competitors, leaving the reader with an anticlimactic sign-off.

Please note: all copy in this section has been altered from its original state for the purposes of this exercise.

This version attempts to break up the copy more so the eye can move easily from one thought to the next. It has rephrased the droning monotone into a direct, more compelling appeal to the reader.

Sample Web Site Copy: DO

1 *Over the last few years, you may have reengineered many aspects of your business, automated your back-office, streamlined your organization, revised your product or service offering and invested in marketing. You have probably reduced your cost base, but your profit margin remains under pressure and you need to revitalize sales.*

2 *At the same time, you face an increasingly complex marketplace with more competition and new entrants challenging your market share. New channels and new markets beckon. Political and legislative factors are changing the way you do business. Technological advances have opened a wealth of new opportunities. Customers are better informed, more demanding and likely to be less loyal.*

3 *How do you increase both your revenues and your profitability in such a dynamic environment?*

4 *How does the customer experience your products or services? Take a look at this sales model.*

Explore	Find	Buy	Enjoy
<i>The customer expresses a need, becomes receptive to signals from the marketplace, and searches for a suitable product or service.</i>	<i>The customer finds, evaluates and selects a product or service from the various options.</i>	<i>The customer decides and buys.</i>	<i>The customer receives and uses the product or service, and is delighted when expectations are met.</i>

Map this onto your business and the implications are obvious—you need to know who your customers are, which customers you want to target, how you will sell to them, and how you will look after them long-term.

5 *It is this simple integrated framework that lies at the heart of the Cap Gemini Ernst & Young approach.*

1 This rewrite draws the customer in by talking about their business. The copy shows empathy as well as a confident understanding of the situation.

2 This information has been split into two paragraphs to make it more manageable.

3 The reader's most important question—the hook—stands alone.

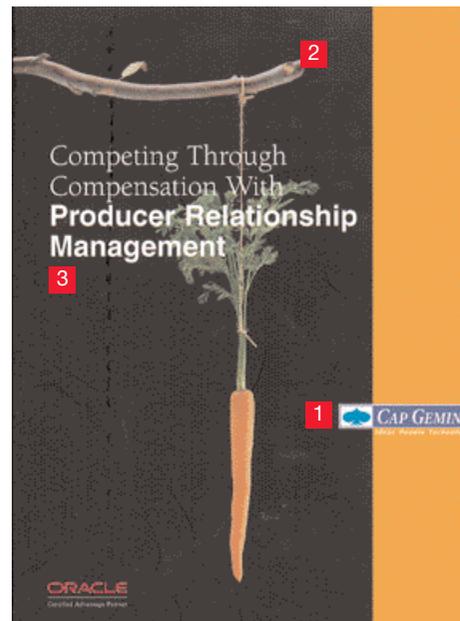
4 The sales model is much easier to read in this format.

5 The conclusion brings it back to us and suggests that there is more to learn on the next page.

Interpreting the Brand in Design

These sample layouts show how the Cap Gemini Ernst & Young visual identity translates our brand attributes and style criteria in practice. Bold use of color and imaginative imagery combine with a clean, direct layout. The overall look is both functional and creative, the mark of a company that embraces bold, unexpected approaches while remaining focused on useful and accessible communications.

Sample Brochure: DON'T



Cover



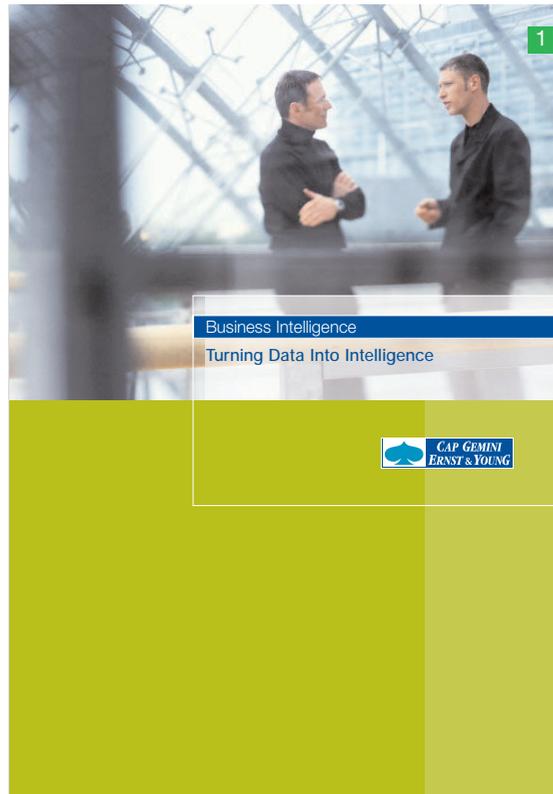
Inside Spread

- 1 Logo is incorrect.
- 2 Imagery is too literal, cliché.
- 3 Headline typeface inconsistent with visual identity.
- 4 Layout is inconsistent with new Visual Identity Guidelines.
- 5 Inside spread seems unfocused, dull. Copy looks cluttered and disorganized.

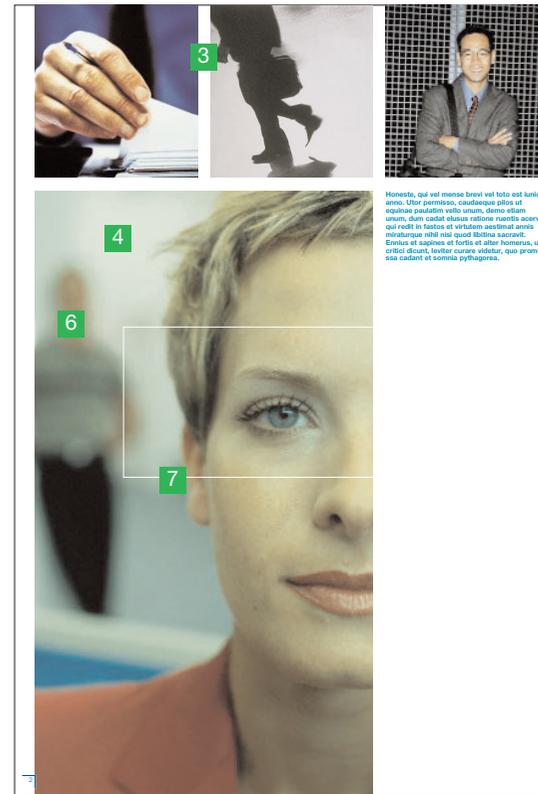
Please note: all design in this section has been altered from its original state for the purposes of this exercise.

Sample Brochure: DO

- 1 Layout is consistent with visual identity.
- 2 Clean, direct look.
- 3 Engaging image.
- 4 Creative framing within the photograph.
- 5 Ample use of white space helps engage the reader.
- 6 Bold use of imagery increases visual impact.
- 7 Keyline graphic element echoes cover layout.
- 8 Use of three-column grid and pull quote adds to uncluttered look.



Cover



Inside Spread



Success Story: DON'T

1 Does not use correct logo.

2 Piece lacks a coherent visual style or identity.

3 Layout is confusing and scattered.

4 Imagery is predictable and cliché.

5 Copy dominates the page, intimidating the reader.

6 No strategic use of pull quotes or graphic elements.

MANUFACTURING ERP SUPPLY CHAIN MANAGEMENT

CAP GEMINI
Ideal People Technology

A Winning Concurrent Transformation with SAP R/3™ for Bridgestone/Firestone, Inc.

BACKGROUND

Bridgestone/Firestone, Inc. is the USA's largest subsidiary of the Bridgestone Corporation of Japan, the world's largest tire and rubber company. Bridgestone/Firestone develops, manufactures and markets Bridgestone, Firestone, Duralast and other brands. The company also produces Firestone air springs, truck struts, automotive rubber and industrial tires and hoses.

BUSINESS REQUIREMENTS

Bridgestone/Firestone operates in an increasingly competitive industry where survival depends on the ability to service customers in the most efficient and effective manner.

Underlying trends in the tire industry are evidenced by:

- a continuous decline of profit margins industry-wide
- accelerating consolidation in the tire retail and wholesale industry
- increasing focus on improving business efficiency between suppliers and customers.

Customer priority continues to be focused on reducing distribution, administrative and operational costs, necessitating suppliers to change their business processes.

Competition and industry shifts have created opportunities for Bridgestone/Firestone to gain market share through competitive advantage in service efficiencies.

Bridgestone/Firestone faces challenges in order to maintain its competitive edge, proactively address critical customer demands and enhance market position. In response, Bridgestone/Firestone launched an aggressive business transformation.

SOLUTION REQUIREMENTS

SAP was selected as the ERP package of choice with an implementation process consisting of the following activities:

- Development of efficient service performance and supporting mechanisms

THE CAP GEMINI SOLUTION

With Cap Gemini's recommendations, Bridgestone/Firestone launched an aggressive program known as "Business 2000". This program was designed to:

- conduct a complete and timely Bridgestone/Firestone's business process using information technology as an enabler
- increase administrative efficiencies to enhance relationships with customers and vendors
- improve utilization of working capital required to support the business strategy
- leverage data to make informed business decisions

Business 2000 also included key process improvements, enabled by next-generation technologies.

A major goal of Business 2000 is to enhance Bridgestone/Firestone's business processes and IT capabilities. The manufacturing warehouse through Concurrent Transformation, a continuous reengineering of business processes and implementation of an Enterprise Resource Planning (ERP) system.

The SAP modules implemented:

- Financial Accounting and Controlling (FI/CO), Sales and Distribution (SD), Materials Management (MM), Production Planning (PP) and a planning engine - MRP from SAP's software.

THE RESULTS

Cap Gemini applied an in-depth understanding of the project requirements and scope, providing industry expertise through supply chain, package-based software experience, and global delivery capability.

Bridgestone/Firestone USA, the Operations now possess a competitive advantage in business relationships through supply chain enhancements.

In addition, Bridgestone/Firestone will realize a number of quantifiable and measurable benefits. The quantified benefits are:

- enhanced revenue from improved order management system
- reduced carrying cost due to inventory reduction
- reduced inventory due to improved forecasting
- improved productivity of Customer Service Centers.

None of these will be realized without the capabilities of Information Services.

SAP
R/3

Front

4 Imagery is predictable and cliché.

5 Copy dominates the page, intimidating the reader.

6 No strategic use of pull quotes or graphic elements.

CAP GEMINI
Ideal People Technology

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SAP
R/3

Back

Please note: all design in this section has been altered from its original state for the purposes of this exercise.

Success Story: DO

- 1 Unexpected camera angles lend dynamism to photos.
- 2 Strategic use of keyline graphic element and visual identity gives a confident, modern look.
- 3 Ample white space and pull quotes engage the reader.
- 4 Use of color is bold and consistent with visual identity.

2

Title Will Go Here and Should Not Exceed 3 Lines.

Honeste, qui vel mense brevi vel toto est iunior anno. Utor permissio, caudaeque pilos ut equinae paulatim vello unum, demo etiam unum, dum cadat elusur ratione ruenitis acervi, qui redit in fastos et virtutem aestimat annis miraturque nihil nisi quod libitina sacrauit. Ennius et sapines et fortis et alter homerus, ut critici dicunt, leviter curare videtur, quo promissa cadant et somnia pythagorea. Naevius in manibus non est et mentibus haeret paene recens.

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Client Profile
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Business Issues
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Conclusion

At the end of the day, our brand is the sum total of all the impressions we have made. What do people remember about us: our talent, creativity and focus on entrepreneurship? Or something else?

It is no easy task to get 60,000 people to speak with one voice, to articulate a common understanding of who we are and what we stand for. It is a slow process, driven by brand leaders like yourself, who create and manage communications to make sure our brand message is laser-focused and clear.

But the signs of success are gratifying: for example, when a sales pitch is successful because the client knows our reputation for creativity and entrepreneurship. Or a top recruit chooses us because we encourage our people to develop their talents and innovative ideas. Or a marketing study shows top executives view us as more creative than our competitors—these are the signs that our brand has taken root.

As a brand leader, your work is essential to our success. Applying the lessons in this book is just the beginning. Additional resources, identity guidelines and updated brand materials are continually available on our brand resources intranet site: www.cgey.com/guidelines.

Thank you for helping make the Cap Gemini Ernst & Young brand a success!

Resources

There are many resources available to help you maintain and enhance our brand. In addition to this book, you may want to make use of the following materials:

- **Identity Guidelines Site:** www.cgey.com/guidelines. This site provides comprehensive guidance for communications, marketing and design professionals in the Group, including an overview of our brand, how-to materials and templates available for download. Materials range from advertising and brochure guidelines to templates for stationery and the visual identity system.
- **Brand Basics booklet.** This publication provides eight ways that any of our people can build our brand. Intended for a general audience, this book covers topics such as how to use our name, the brand vision, and how to increase brand awareness.
- **Who We Are booklet.** A companion guide to The Way We Work, this booklet provides information about our brand and Group values. Published together with the Group's Policies and Procedures manual, it helps situate these policies within our culture, values and brand vision.

Finally, your local communications and brand managers, as well as the Corporate Communications Department at the Group level, are important resources for brand initiatives and advice. Feel free to contact these departments with your questions, ideas and feedback.

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