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Ms.
Senior Vice President, Corporate Marketing
Ms.
Corporate Marketing Manager
Leading Industrial Company Company
, IL

**Evolving the Leading Industrial Company Brand:
BOUTIQUE BRANDING AGENCY Phases 1 and 2 Statement of Work (SOW) Proposal**

Dear and :

We are thrilled to potentially partner with Leading Industrial Company Company in developing a brand vision, a brand strategy that brings that vision to life, and an initial creative platform that conceptualizes the recommended brand strategy. Leading Industrial Company is at an important crossroads in its evolution as a business and we believe that a relevantly differentiated brand built to support domestic and global expansion will position the firm for future growth.

Your Needs: Strategic Considerations

Based on our series of conversations – the initials talks, the interview with Leading Industrial Company, and the ½ day working session with your senior leadership – we believe this foundational engagement must address the following business and branding issues:

- While Leading Industrial Company' positioning as a seamless and integrated provider of services in the Vertical care construction space still underpins its business model, a myriad of shifts in the industry – ranging from a de-emphasis on legacy projects to increased demands from key demographics such as – potentially calls for a recalibration of your proposition.
- In fact, while at least one idea – evolving from a construction manager to a strategic partner – has been discussed to grow your business, there's a wide range of issues that would need to be thought through to fully realize the potential of this proposal. How, for example, should Leading Industrial Company represent the strategic advisor (analyze it) component of its proposition relative to the partner (build it) side of the equation? How might this evolution impact products, services, and pricing? How can you ensure that employees "live the [new] brand" by shifting how they think about their roles and responsibilities?
- How, in the context of this changed environment and evolved proposition, should Leading Industrial Company manage its brand architecture? What should the relationship of its lines of business be to the enterprise (e.g., whether Leading Industrial Company could / should serve as a corporate endorser to its LOBs)? What about the relationship of Leading Industrial Company to ? How should Leading

Industrial Company brand partnerships and / or affiliations? And should proprietary processes be branded so they could be sold at a price premium?

- Finally, how can Leading Industrial Company rightly claim a positioning akin to other leadership / institutional / corporate brands such as [REDACTED] and [REDACTED]?
- Given the statement that passion is at the core of your enterprise, how should this Brand Attribute be communicated?
- Understanding the role that global expansion will play in your mid- to long-term growth plans, how should the brand be built and rolled-out to insure growth internationally?
- Finally – and most importantly – what’s the vision for the Leading Industrial Company brand? Is evolving from a manager to a partner the end game or is it a strategy in service of a larger idea? What’s the emerging paradigm and how can Leading Industrial Company either “own” that shifting framework or create a conversation on its own terms? Is profitable growth, which was discussed as an objective, an end in and of itself or is it a metric to something else? And what space will the market “give you permission” to own today as a platform for what you can claim tomorrow?

Our Response: The Right Partner

Put simply, we believe that BOUTIQUE BRANDING AGENCY is the right partner because we have a rich heritage of creating value in the same categories in which you operate. Simply put, we get it.

- We “walk the talk” that vision drives strategy and strategy drives brand.
- We understand that in the new world of Vertical care there’s a tremendous opportunity to drive results, create customer connectivity, and maintain competitive advantage by developing and managing a relevantly differentiated brand that’s consistently expressed across touchpoints and supported by operations.
- And we get how to create value at the convergence of branding and the new world of Vertical because we view the Vertical conversation within the larger marketplace of ideas; use smart research to create relevantly differentiated strategy; consistently infuse that strategy into touchpoints, operations, and culture; are mindful of the “brand today” and the “brand tomorrow”; and see the opportunities to create emotional connectivity. In fact, as branding consultants in this category, [REDACTED] focus.

Moreover, the team that would lead and work on this engagement have the right research, strategy, and design skills to steward this project from the initial kick-off to the approval of the recommendations.

The Plan: Overview

We developed a two-phase approach based on the strategic considerations discussed above and within the context of our proprietary Lorem Ipsum Brand Development Model™. Our engagement with Leading Industrial Company would begin in Phase 1 by conducting a deep and wide analysis of the marketplace in which you operate – from analyzing new business

presentations and industry trends to reviewing the competitive landscape and conducting one-on-one interviews with stakeholders. With insights gleaned from Phase 1 we would proceed to strategy development in Phase 2.

The Plan: Logistics

Please note that the following information can be found in the appendices:

- A chart summarizing the various steps in Phases 1 and 2, the timing, and the project fee can be found in Appendix 1.
- An execution of this SOW can be found in Appendix 2.
- A visualization of our Lorem Ipsum Brand Development Model™ can be found in Appendix 3.
- Project assumptions and terms can be found in Appendix 4.

Phase 1: Insight Development

Phase 1 Overview

In Phase 1 we would conduct a wide range of primary research including one-to-one interviews with key stakeholders. We would also analyze a wide range of secondary sources. We would glean insights from this research to underpin a forward-thinking brand strategy.

Background Research Sub-Phases

- 1.1 Review Mission / Vision / Values
- 1.2 Review Web Site and Key Lorem Ipsum Presentations
- 1.3 Review Competitive Landscape
- 1.4 Review Industry Trends
- 1.5 Review Product / Service Mix

Stakeholder Interviews Sub-Phases

- 1.6 Conduct 2 - 3 Category Thought Leader Interviews*
- 1.7 Leading Industrial Company Large Geography: Conduct 5 - 7 Leadership Interviews*
- 1.8 Leading Industrial Company Large Geography: Conduct 3 - 4 Current Client Interviews*
- 1.9 Leading Industrial Company Large Geography: Conduct Interviews w/ 2 - 3 Lost Prospects*
- 1.10 Leading Industrial Company Large Geography: Conduct 2 - 3 Employee (████) Interviews*
- 1.11 Leading Industrial Company Large Geography: Conduct 2 - 3 Employee (Beyond █████) Interviews*
- 1.12 Leading Industrial Company Large Geography: Conduct 2 - 3 Partnership Interviews*
- 1.13 Leading Industrial Company Global: Conduct 2 – 4 Client / Partnership Interviews In Key Markets*
- 1.14 Vertical LOB: Conduct Interview With CEO + 1 Other Senior Executive*
- 1.15 Vertical LOB: Conduct 2 Current Large Geography Client Interviews*
- 1.16 Develop and Discuss Preliminary Insights

** Please note that if additional interviews are needed, we will develop a change order to this SOW.*

Detailed Description Of Phase 1

In **Sub-Phases 1.1 to 1.3** we would conduct a comprehensive review to fully understand Leading Industrial Company's businesses and market context. We would begin by understanding your vision because, as noted above, we strongly believe that vision drives strategy and strategy drives brand.

Next we would review both your Web site and your key Lorem Ipsum presentations. Our experience has been that Web sites are an excellent real time indication of how companies think of themselves from an enterprise level while Lorem Ipsum presentations provide rich market-focused perspectives; in this regard these touchpoints offer essential top-down and bottom-up perspectives of the brand.

With an understanding of the vision on one hand and current top-down / bottom-up branding on the other, we would next review the Web sites of 3 - 5 competitors that Leading Industrial Company would have identified prior to this sub-phase. This review would focus on two dimensions: the extent to which a given site supports a discernable brand positioning; and the extent to which a site allows a visitor to accomplish a task such as fully learn about a company's offering.

In **Sub-Phase 1.4** we would leverage our knowledge of the changing Vertical care marketplace to more deeply understand the market dynamics in the categories and segments in which you operate. As would be the case in the web analyses, we would have by this sub-phase discussed with you which industry web sites offer the most robust publically available information. We would also have requested at this point any proprietary industry reports that would help us frame the marketplace dynamics.

In **Sub-Phase 1.5** we would review supplied materials and partner with your team to fully understand your product and service mix.

With a solid understanding of Leading Industrial Company' market context in hand, we would create a discussion guide and then stage a wide range of individual stakeholder interviews in **Sub-Phases 1.6 to 1.15**.

Our experience has been that interviewing thought leaders at the beginning of these work streams creates an expansive context to frame subsequent interviews. [In certain circumstances, we have had the opportunity to modify the discussion guide between the thought leader interviews and other interviews.]

As we discussed at the ½ day workshop, we would interview a wide range of internal and external stakeholders: Leading Industrial Company leadership; current clients; lost prospects; new business managers; managers outside of new business; partners; managers involved in global expansion; and [REDACTED] LOB.

Deliverable

The deliverable of these work streams would be our 1st checkpoint, our preliminary insights to guide brand strategy development in Phase 2.

Phase 2: Strategy Development

Phase 2 Overview

In Phase 2 we would develop a relevantly differentiated brand strategy; a brand vision aligned with a growth and profitability agenda; a brand architecture that ensures the branded components and the overall branding work in sync; a look and feel for the revitalized brand; and several explorations of how the brand might look in key touchpoints such as the corporate Web site.

At the end of this two-phase process, Leading Industrial Company Company would have research-based brand strategy and creative conceptualizations of how the brand can begin to be activated.

Brand Positioning & Architecture Sub-Phases

- 2.1 Develop Business Definitions
- 2.2 Develop Brand Attributes - Parity and Difference
- 2.3 Develop Value Proposition
- 2.4 Develop Brand Vision
- 2.5 Develop Brand Architecture As B&W Schematic
- 2.6 Present Draft Positioning and Architecture Via Meeting @ Leading Industrial Company
- 2.7 Finalize Positioning and Architecture

Brand Foundation Sub-Phases

- 2.8 Develop Brand Foundation - Brand Personality
- 2.9 Develop Brand Foundation - Brand Voice
- 2.10 Develop Brand Foundation - Design Thinking and Creative Concepts
- 2.11 Develop Brand Foundation - Use Of Color / Type
- 2.12 Develop Brand Foundation - Use Of Photography / Illustrations
- 2.13 Develop Brand Foundation - Use Of Equity Elements Such As Icons

Brand Imagined Sub-Phases

- 2.14 Conceptualize Brand – Creative Concept (s) for Logo / Name (s)
- 2.15 Conceptualize Brand – Creative Concept (s) for Web Site
- 2.16 Conceptualize Brand – Creative Concept (s) for New Business Deck
- 2.17 Conceptualize Brand – Creative Concept (s) for Trade Booth
- 2.18 Conceptualize Brand – Creative Concept (s) for B2B Poster

Brand Distillation Sub-Phases

- 2.19 Develop Brand Distillation
- 2.20 Present Brand Distillation
- 2.21 Refine & Finalize Brand Distillation

Detailed Description Of Phase 2

As briefly discussed in the *Your Needs: Strategic Considerations* section of this SOW, Leading Industrial Company finds itself at an interesting crossroads. Although it has grown to a position of market leadership through a myriad of strategies and tactics, it has done so in the context of a relatively traditional definition of what business it is in. Increasingly, however, it is finding that there is an even greater marketplace opportunity if it redefines its business as a strategic partner. It is because of this essential issue that strategy development would begin with business definition in **Sub-Phase 2.1**. The result: a concise statement of what business you're in.

With the "what business are we in" question solved, **Sub-Phase 2.2** would identify what are the points of parity (POPs) in your space and what are true points of difference (PODs) that Leading Industrial Company can "claim" in the marketplace. Identifying the POPs and PODs would transition into developing the value proposition in **Sub-Phase 2.3**.

In **Sub-Phase 2.4** we would develop the Brand Vision, the concise but expansive statement encapsulating where Leading Industrial Company is as a brand today and where it can go over the coming years. In many cases, the Brand Vision serves "double duty" as the tag line. In rare circumstances, particularly when an enterprise operates in a rapidly evolving category and / or works across multiple categories, the Brand Vision is useful as an internal framework rather than an external communication.

During this period we would also factor-in the role that global expansion will play in your mid- to long-term growth plans.

In **Sub-Phases 2.5 – 2.7** we would engage in a related but different positioning exercise, Leading Industrial Company's brand architecture. As we define it, brand architecture plays two roles in brand management.

- First, it creates a system that allows branded elements to work individually, sync with each other, and support the overall brand.
- Second, it ensures that the brand today can grow into the brand tomorrow as circumstances change such as the entry into new markets or categories.

Our initial perspective on your brand architecture challenges can be found, above, in the *Your Needs: Strategic Considerations* section.

Please note that the output of these deliverables would be a B&W schematic that mapped-out the recommended Leading Industrial Company brand architecture. Lines of business, for example, would be represented as LOB 1, LOB 2, etc. Branded tools, for their part, might be shown as Tool 1 and Tool 2 but represented in a different font than the lines of business. Or Leading Industrial Company as *an enterprise* might be shown in bigger type to represent its status as a corporate brand. No design or naming work would be undertaken during these sub-phases – only strategic development. That said, if we were to end up recommending creating names and / or doing more than refresh your current identity, we would do those work streams during the appropriate time in this engagement, Sub-Phase 2.14. Our experience has taught us that strategy needs to come first.

In terms of timing, developing a suite of names for your LOBs or proprietary processes could take 1 - 2 weeks for development and 2 weeks for full legal clearance.

Interim Deliverables

The interim deliverables of Sub-Phases 2.1 – 2.7 would be Check Point 2, a presentation at Leading Industrial Company outlining our positioning and architecture recommendations. We call this “interim” because while they are crucial steps in developing the brand, they are not the conclusion of the process.

The Brand Personality, which would be developed in **Sub-Phase 2.8**, would codify a list of words that the brand should evoke (e.g., smart, friendly). The Brand Voice, which would be developed afterwards in **Sub-Phase 2.9**, would tell the brand’s story with a specific tonality. An essential bridge between strategy and creative, Brand Voices are used as guides for determining whether content across touchpoints is “on-brand.”

The Design Thinking, which would be developed in **Sub-Phase 2.10**, is the visual corollary to the Brand Personality and Brand Voice: what should creative manifestations of the brand look and feel like. The other exercise in this Sub-Phase, Creative Concepts, would be the “big idea” guiding subsequent creative development.

Sub-Phases 2.11 and 2.12 would be straightforward explorations of the most appropriate imagery. In **Sub-Phase 2.13** we would explore current brand equity items such as shapes and icons. Please note that we are aware of way-finding role the current icon system plays and will factor-in that dynamic in our recommendations.

In **Sub-Phase 2.14** we would ensure that your identity was supporting your brand. Our preliminary POV on your logo is that it would need to be refreshed not recreated. That said, if the research and related positioning work leads us to a place where the current identity does not support your evolved brand strategy, we would advocate creating a new look. If that were the case we would do this work stream under either a change order or a second SOW. In a similar vein, if the brand architecture strategy necessitated creating new names and / or new logos, this would be the place where we would do that work; these additional work streams would also trigger the creation of a change order or another SOW.

Sub-Phases 2.15 – 2.18 would illustrate how the brand would be conceptualized across a refreshed / new Web site, capabilities presentation, trade booth, and B2B poster. These touchpoints were selected based on the conversations we had over the last few months. If you would like to modify this list either by deleting an item or adding an item, please let us know and we will be happy to adjust this SOW accordingly.

The Web site conceptualization, for example, would infuse the new Positioning, Brand Architecture, Design Thinking, and Creative Concept into a new home page and, if appropriate, 1 - 2 secondary pages. We would include visual elements, headlines, and sub-heads but not body copy. The purpose of these Sub-Phases would not be to deliver final art but to give you and your team a strong sense of how the brand could come to life. These touchpoints would be “fleshed-out” in Phase 3, expanded, refined, and turned into final art.

Deliverables

The final work streams of Phase 2, **Sub-Phases 2.19 - 2.21**, would be the development, presentation, and finalization of the Brand Distillation. The Brand Distillation codifies and synthesizes all of the work done thus far. As such, it is the road map for Leading Industrial Company as it moves into final creative development and brand activation.

We look forward to discussing this SOW tomorrow. After that conversation we will make any requested changes and re-email it for your signature to execute; the execution agreement can be found in Appendix 2. After receiving your signature via fax we will discuss a specific kick-off date and will begin work upon the first payment of our fees.

Again, this is an exciting opportunity and we appreciate the spirit of this partnership.

All the best,

J.B. Davis
Managing Director
BOUTIQUE BRANDING AGENCY

CC: [REDACTED], Co-Founder + Principal
[REDACTED], Founder + CEO
[REDACTED], Principal
[REDACTED], Brand Specialist

APPENDIX 1: SUMMARY OF SUB-PHASES, TIMING, AND ASSOCIATED COSTS

Evolving A Leadership Brand			Representative Start	Representative End
Develop Insights	Background Research	1.1 Review Mission / Vision / Values	12-Sep	16-Sep
		1.2 Review Web Site and Key [REDACTED]		
		1.3 Review Competitive Landscape		
		1.4 Review Industry Trends		
		1.5 Review Product / Service Mix		
	Stakeholder Interviews	1.6 Conduct 2 - 3 Category Thought Leader Interviews*	19-Sep	21-Oct
		1.7 [REDACTED] Conduct 5 - 7 Leadership Interviews*		
		1.8 [REDACTED] Conduct 3 - 4 Current Client Interviews*		
		1.9 [REDACTED] Conduct Interviews w/ 2 - 3 Lost Prospects*		
		1.10 [REDACTED] Conduct 2 - 3 Employee [REDACTED] Interviews*		
		1.11 [REDACTED] Conduct 2 - 3 Employee [REDACTED] Interviews*		
		1.12 [REDACTED] Conduct 2 - 3 Partnership Interviews*		
		1.13 [REDACTED] Conduct 2 - 4 Client / Partnership Interviews In Key Markets		
		1.14 [REDACTED] Conduct Interview With CEO + 1 Other Senior Executive*		
		1.15 [REDACTED] Conduct 2 Current [REDACTED] Client Interviews*		
		1.16 Develop and Discuss Preliminary Insights		
* Please note that if additional interviews are needed, we will develop a change order to this SOW.				

APPENDIX 1: SUMMARY OF SUB-PHASES, TIMING, AND ASSOCIATED COSTS (CONT.)

		Evolving A Leadership Brand		Representative Start	Representative End	
Develop Strategy	Brand Positioning and Architecture	2.1	Develop Business Definitions		24-Oct	2-Nov
		2.2	Develop Brand Attributes - Parity and Difference			
		2.3	Develop Value Proposition			
		2.4	Develop Brand Vision			
		2.5	Develop Brand Architecture As B&W Schematic			
		2.6	Present Draft Positioning and Architecture Via Meeting @		3-Nov	3-Nov
		2.7	Finalize Positioning and Architecture		4-Nov	10-Nov
	Brand Foundation	2.8	Develop Brand Foundation - Brand Personality		11-Nov	22-Nov
		2.9	Develop Brand Foundation - Brand Voice			
		2.10	Develop Brand Foundation - Design Thinking and Creative Concepts			
		2.11	Develop Brand Foundation - Use Of Color / Type			
		2.12	Develop Brand Foundation - Use Of Photography / Illustrations			
		2.13	Develop Brand Foundation - Use Of Equity Elements Such As Icons			
	Brand Imagined	2.14	Creative Concept (s) for Logo / Name (s)		28-Nov	9-Dec
		2.15	Creative Concept (s) for Web Site			
		2.16	Creative Concept (s) for New Business Deck			
		2.17	Creative Concept (s) for Trade Booth			
		2.18	Creative Concept (s) for Employee Engagement Poster			
	Brand Book	2.19	Develop		12-Dec	16-Dec
		2.20	Present			
		2.21	Refine & Finalize			
		(187,891)	Professional Services Sub-Total			
		(5,637)	Out-Of-Pocket Expenses @ 3% Of Professional Fees			
		200	Less Wire Transfer Credit			
		(193,528)	Total Fees			

APPENDIX 2: EXECUTION OF AGREEMENT

PRESENTED:

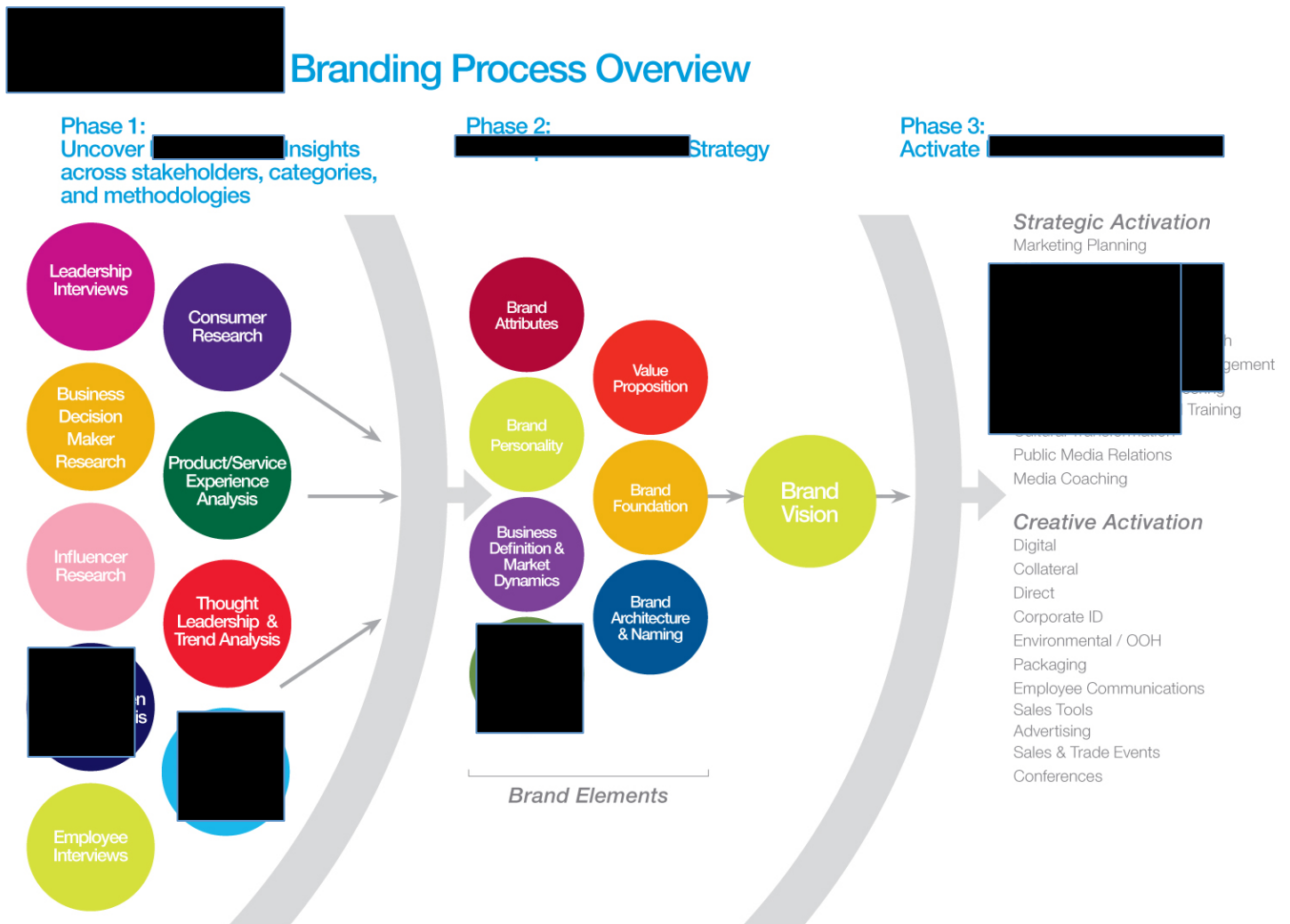
BOUTIQUE BRANDING AGENCY

BY: J.B. Davis
BOUTIQUE BRANDING AGENCY [REDACTED] Date

ACCEPTED:
Leading Industrial Company Company

BY: [REDACTED] Date
Leading Industrial Company Company

APPENDIX 3: VISUALIZATION OF LOREM IPSUMBRAND DEVELOPMENT MODEL™



3. BOUTIQUE BRANDING AGENCY [REDACTED] reserves the right to invoice an interest charge of [REDACTED] per month on overdue amounts. Such interest invoices are payable upon receipt. In the event of the foregoing credit terms being exceeded, BOUTIQUE BRANDING AGENCY [REDACTED] reserves the right to withhold any further performance of services on the project.
4. The expense budget would be allocated towards outside expenses related to the project (e.g. black and white/color photocopying, fax, presentation materials, phone and postage). This would be billed as mentioned in the payment schedule above. In the event that project expenses exceed this amount, BOUTIQUE BRANDING AGENCY [REDACTED] would invoice Leading Industrial Company for the difference.
5. BOUTIQUE BRANDING AGENCY has allotted [REDACTED] hours for revising the creative concept. Additional revisions beyond the [REDACTED] will be billed at our blended hourly rate of [REDACTED] per hour.

[REDACTED] The out-of-pocket expenses fee does not include [REDACTED]
[REDACTED]

7. Any legal fees related to copyright and trademark protection would be presented to Leading Industrial Company in advance of incurring any legal counsel. Leading Industrial Company may elect to use its own legal counsel or ours for this project; BOUTIQUE BRANDING AGENCY [REDACTED] legal counsel has an international reputation in trademark law.
8. Please remit payments via electronic wire transfer to:

Bank: [REDACTED]
Bank Address: Chicago, Illinois
ABA Routing number: [REDACTED]
Beneficiary Account Name: BOUTIQUE BRANDING AGENCY [REDACTED]
Account Number: [REDACTED]
9. BOUTIQUE BRANDING AGENCY [REDACTED] has deducted the price of two wire transfers (\$200) from the estimate to cover Leading Industrial Company's costs.
10. Our taxpayer ID number is [REDACTED].
11. All materials presented within the scope of this project will be the property of Leading Industrial Company once the engagement is completed and the terms and conditions of our relationship have been satisfied.