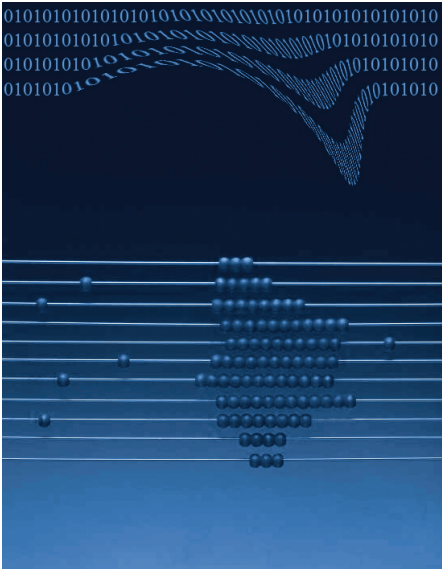


Corporate Communications Guide |



Look and Feel of Client-Facing Documents



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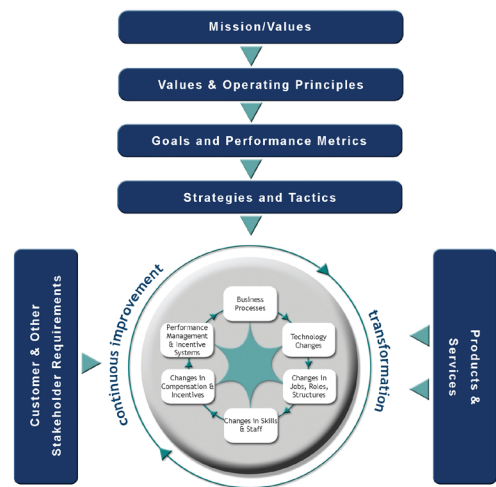
Purposes of This Document

This *Corporate Communications Guide* has been produced in recognition of the fact that every interaction with a client or potential client is an opportunity to build and maintain our market positioning and brands. Establishment of effective positioning and branding necessitates consistency and professionalism across all of our communications, including e-mail; snail mail; web pages, white papers, newsletter articles, sales presentations, proposals, advertisements, and other marketing collateral; agendas, schedules, reports; all other communications with and deliverables to clients; and all other internal communications (because internal communications often become external ones in the ordinary course of business). This Guide addresses in a comprehensive manner the elements necessary to ensure that the firm will present a consistent and appropriate face to the outside world, one that reflects the high standards to which every employee of the firm aspires.

Updating of This Document

This document will be updated periodically. Suggestions and queries related to updates should be addressed to bbateman@sapienceoc.com. Corporate identity files and graphics should not be changed in any way without consultation with the managing partners and sign-offs by them.

Star Model for Designing Organizations



Leveraging and aligning all aspects of an organization are keys to creating high-performance and successful business transformation.

Sapience Organizational Consulting
Proprietary and Confidential

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Corporate Identity, Reference, and Graphical Representation

Name of firm. In nonlegal documents, refer to the firm as

Sapience Organizational Consulting

In legal documents, such as Work-for-Hire agreements, refer to one of the following legal entities or to both, as appropriate:

Sapience Silicon Valley LLC

Sapience DC Partners LLC

Areas of consulting. Sapience Organizational Consulting provides expert consulting, sales, and services work in the following areas:

Strategy

Leadership

Organizational Design

Specific products and services of Sapience Organizational Consulting should be referred to as follows. Please be consistent with regard to the use of these names.

Decision Accelerator (DA)

WorkOut

Sociotechnical Systems Design

[to come]

[to come]

[to come]

[to come]

[to come]

Reference. In communications with clients and prospective clients, general reference should be to “the firm,” not to “the company.”

INCORRECT USAGE: The company is a recognized thought leader in the area of Sociotechnical Systems Design.

PREFERRED USAGE: The firm is a recognized thought leader in the area of Sociotechnical Systems Design.

Corporate Logo. An essential element of corporate identity is the **logo**, which may be made



up of one or more parts, as follows:

The **logotype**, which is the company name, in a particular font, with particular specifications for weight, cap height, lowercase height, leading, size, fill color, fill tint, tracking, kerning, scaling, skewing, baseline placement, ligatures, special typographic symbols, stroke color, stroke tint, stroke weight, graphical treatment, and other applied attributes.

The **brandmark**, sometimes referred to as the **symbol**, **the indicia**, or, in publishing, the **colophon**, which is one or more graphical objects designed to be readily identifiable and to convey a particular image of the company (e.g., the Nike swoosh, the Nielsen data stream, the Target target, the Simon & Schuster sower, the Houghton Mifflin dolphin and anchor)

The **slogan**, or **motto**, which is chosen to position the company in the mind of the public and which, if successful, becomes the first phrase that pops into a person's mind when he or she thinks of that company (e.g., GE's "We bring good things to life" and Coca-Cola's "The Real Thing.")

The following is the standard logo of Sapience Organizational Consulting:



The official slogan of Sapience Organizational Consultant, often appearing in conjunction with the logo, is as follows:

Delivering innovative organizational solutions

The logo consists of the following elements:

The Logotype. The logotype consists of the words *Sapience Organizational Consulting* in the particular font and style described below. The key term, *sapience*, is a reminder that what clients look to us for is wisdom, a combination of judiciousness with deep knowledge and experience. Specifications for the logotype are as follows:

First Line

- Text: Sapience
- Font: Palatino Linotype
- Standard font weight: Bold
- Case: All caps (however, note font size, below)



- Standard leading: n/a
- Standard font size: Initial cap—14 pt; subsequent letters—12 pt
- Fill color: Sapience Dark Blue (See description, below.)
- Fill tint: 100%
- Standard leading: None
- Standard tracking: 530
- Standard kerning: Default
- Horizontal scaling: None
- Vertical scaling: None
- Skewing: None
- Standard baseline placement: 1p3 points top/b from top of landmark
- Ligatures: None
- Special typographic symbols: None
- Stroke color: None
- Stroke tint: None
- Stroke weight: None
- Graphical treatment: None
- Other applied attributes: None

Second Line

- Text: Organizational Consulting
- Font: Palatino Linotype
- Standard font weight: Regular ital
- Case: ulc
- Standard leading: n/a
- Standard font size: 10 pt
- Fill color: Black (but note tint, below)
- Fill tint: 35%
- Standard leading: None
- Standard tracking: None
- Standard kerning: Default
- Horizontal scaling: None
- Vertical scaling: None



- Skewing: None
- Standard baseline placement: 1p3 points top/b from top of landmark
- Ligatures: None
- Special typographic symbols: None
- Stroke color: None
- Stroke tint: None
- Stroke weight: None
- Graphical treatment: None
- Other applied attributes: None

The Brandmark. The brandmark consists of a stylized globe before a stylized sun. The globe is Sapience Dark Blue. The sun rays are Sapience Orange. See specifications for these colors, below.

The Slogan. The slogan may vary in font specification depending upon the design of which it is part.

Color Palette. The colors used in the logos and in other materials produced by the firm are defined as follows:

Sapience Dark Blue: Pantone Solid Uncoated 2757 U. This color reproduces well at various screens and thus lends itself well to inexpensive two-color design. The color may be defined in any of the following alternative ways:

Red, Green, Blue Color Model

- R: 56
- G: 68
- B: 115

Cyan, Magenta, Yellow, Black Process Color Model

- C: 89
- M: 80
- Y: 29
- K: 14

HTML Web Color (Hexadecimal): 384473

The following are screens of Sapience Dark Blue:





Sapience Orange: Pantone Solid Uncoated 130 U. This is a highlight color and can be defined in any of the following alternative ways:

Red, Green, Blue Color Model

- R: 244
- G: 150
- B: 50

Cyan, Magenta, Yellow, Black Process Color Model

- C: 1
- M: 48
- Y: 91
- K: 0

HTML Web Color (Hexadecimal): f49632

The following are screens of Sapience Orange:



Sapience Gray Blue: Pantone Solid Uncoated 535 U. This is a color commonly used for call-out type and text box background screens. It can be defined in any of the following alternative ways:

Red, Green, Blue Color Model

- R: 139
- G: 153
- B: 50

Cyan, Magenta, Yellow, Black Process Color Model

- C: 48
- M: 35
- Y: 11
- K: 0

HTML Web Color (Hexadecimal): 8b99bc

The following are screens of Sapience Gray Blue:





Sapience Red: Pantone Solid Uncoated 491 U. This is a highlight color that can be defined in any of the following alternative ways:

Red, Green, Blue Color Model

- R: 136
- G: 86
- B: 89

Cyan, Magenta, Yellow, Black Process Color Model

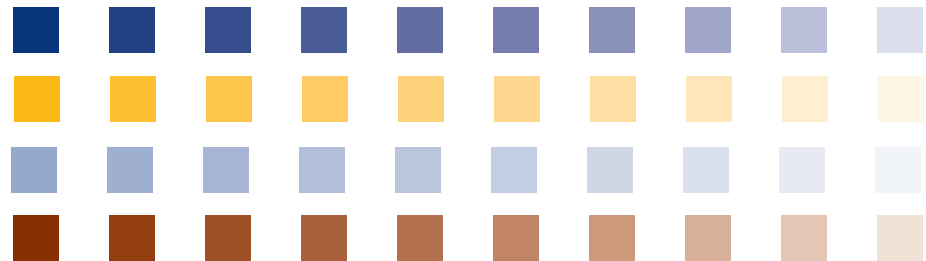
- C: 40
- M: 69
- Y: 54
- K: 20

HTML Web Color (Hexadecimal): 885659

The following are screens of Sapience Red:



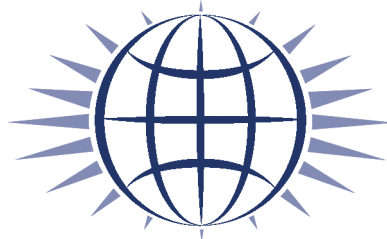
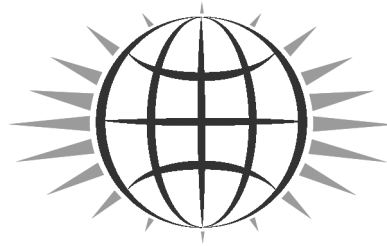
Entire Palette. The following is the entire palette of logo colors:



Grayscale and Duotone Versions of Logo. The grayscale versions of the logo are for one-color printing. The duotone versions of the logo are for two-color printing. Two-color Sapience Organizational Consulting documents are to be black and Pantone Solid Uncoated 2757 U or its equivalent. Of course, screen tints of PMS 2757 may be used in two-color documents for design purposes.

Logo Size. The firm's logo may be scaled, as necessary, but all scaling should be proportional.

Brandmark Examples. Examples of the standard brandmark in 4-color, 2-color (duotone), and 1-color (grayscale) versions appear on the following page.



Watermark Colophon. A 10 percent screen of the duotone logo may be used as a watermark colophon.



Official Corporate Fonts: Print Documents. Consistency of font usage helps to give corporate communications a distinct look and feel that in turn helps to create brand identity. When possible, for print documents, try to use the official fonts described below.

Display 1: Trebuchet MS, Bold, 50 % Gray

11 point Ars long, vita brevis

14 point Ars long, vita brevis

18 point Ars long, vita brevis

24 point Ars long, vita brevis



Display 2, Subtitles: Trebuchet MS, Bold, 50 percent Gray

11 point Ars long, vita brevis

14 point Ars long, vita brevis

18 point Ars long, vita brevis

24 point Ars long, vita brevis

Basal: Adobe Caslon Pro

11 point Ars long, vita brevis

14 point Ars long, vita brevis

18 point Ars long, vita brevis

24 point Ars long, vita brevis

Caption/Label: Trebuchet MS

6 point Ars long, vita brevis

9 point Ars long, vita brevis

11 point Ars long, vita brevis

14 point Ars long, vita brevis

Mathematical: Symbol

11 point Αρσ λονγ, πιτα βρεπις

14 point Αρσ λονγ, πιτα βρεπις

18 point Αρσ λονγ, πιτα βρεπις

24 point Αρσ λονγ, πιτα βρεπις

Display Alternate: Myriad Pro Light, 50 percent gray

11 point Ars long, vita brevis

14 point Ars long, vita brevis

18 point Ars long, vita brevis



24 point Ars long, vita brevis

Running Head or Foot, Verso (left): Myriad Pro Light, ulc

6 point Ars long, vita brevis

9 point Ars long, vita brevis

11 point Ars long, vita brevis

14 point Ars long, vita brevis

Running Head or Foot, Recto (right): Myriad Pro Light, all cap

6 point ARS LONGA, VITA BREVIS

9 point ARS LONGA, VITA BREVIS

11 point ARS LONGA, VITA BREVIS

14 point ARS LONGA, VITA BREVIS

Official Corporate Fonts: Online. Consistency of font usage helps to give corporate communications a distinct look and feel that in turn helps to create brand identity. When possible, for print documents, try to use the official fonts described below.

Display 1: Arial Bold

11 point Ars long, vita brevis

14 point Ars long, vita brevis

18 point Ars long, vita brevis

24 point Ars long, vita brevis

Basal: Times New Roman

11 point Ars long, vita brevis

14 point Ars long, vita brevis

18 point Ars long, vita brevis

24 point Ars long, vita brevis



Filename Conventions and Usage Guidelines

All official corporate identity files, including logo files, watermark files, landmark files, and template documents, are stored on [to come] in the folder entitled Official Templates and Logos.

Official logo, landmark, and template files are named according to the following convention:

[to come]

So, for example, typical file names are as follows:

[to come]

Do not use corporate identity files other than unaltered copies of those in the Official Templates and Logos folder. Do not resize, crop, or otherwise alter copies of these files that you use in your communications. If you need a template or a logo in a different size or with a different background, e-mail bbateman@sapienceoc.com with your specifications. In most cases, a new template document or logo meeting your needs will be designed and uploaded to the Official Templates and Logos folder within 24 hours. If you have any questions about which file format to use for a particular application, contact bbateman@sapienceoc.com.

In-house Style Guide

NB: This section of the *Corporate Communications Guide* will be updated regularly to address usage problems that surface as documents are produced and edited.

Usage and Style Hierarchy of Authority. To answer questions of style and usage, refer to the following in order of authority:

This in-house style guide, which addresses conventions of style that differ from or are not covered in one of the references listed below.

The Chicago Manual of Style, 14th edition

The American Heritage Dictionary of the English Language, 4th edition, unabridged

Fowler's *Modern English Usage*



If a question of usage arises that is not addressed in these references or in the material below, you may refer it to bbateman@sapienceoc.com.

Abbreviations. Use the following forms.

The Normans conquered the West Saxons in AD 1066. [small caps, no periods, preceding date]

Cæsar was assassinated in 44 BC. [small caps, no periods, after date]

CEO, CIO, CFO, CTO, COO, CIO, PMP [all caps, no periods]

ZIP code

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SHORT FORM:

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Dates. Use day.mo.yr form, as follows:

INCORRECT: on July 4, 1776

CORRECT: on 04.07.1776

EXCEPTION: Use standard form in contracts: July 4, 1779

Dashes. Use em dash (—), not two hyphens (--) for standard dash. Use en dash (–), not en dash, for inclusive numbers.

INCORRECT: We saw--fortunately--an astonishing opportunity for cost savings, on the order of 6.2-11.8 percent.

CORRECT: We saw—fortunately—an astonishing opportunity for cost savings, on the order of 6.2–11.8 percent.

Of course, use standard hyphen in telephone numbers.

Definitions. Use semibold or boldface type for words being defined.

The total number of people who report to a manager is his or her **span of control**.

An **adaptive subsystem** is any system within an organization that serves to monitor and control the internal or external environment, such as systems for measuring employee satisfaction or for gathering and disseminating data on market size and share.

End Punctuation, Formatting. End punctuation, such as a period, a question mark, an exclamation mark, or a semicolon, should have the same formatting (e.g., **boldface**, *italic*, or **boldface italic**) as the item immediately preceding the punctuation.



The question raised by the preceding analysis is this: *Has due attention has been paid to the other more profitable uses to which these resources could be put—that is, to the opportunity costs?*

End Punctuation, Placement When Used with Quotation Marks. A period or exclamation mark should always go within the final quotation mark. A question mark should go within the final quotation mark if the quoted material is a question and outside the quotation mark if the entire sentence, but not the quoted material, is a question. A semicolon should always go outside the quotation mark.

Insure/Ensure/Assure. Use *insure* as a verb meaning “to provide an insurance policy, as against catastrophic illness. Use *ensure* as a verb meaning “to make certain that something happens.” Use *assure* as a verb meaning “to speak in such a way as to make someone reasonably confident that something will occur.”

Lists. Lists may be numbered, enumerated, or bulleted. If a list is bulleted, use standard bullets (•), not dingbats or symbols (e.g., »). An exception can be made in display lists in marketing collateral. Begin the first word of each entry in a list with a capital letter. Use lowercase for the rest of the entry except where capitals are required by standard rules of capitalization (e.g., for proper names).

The following are four major categories of ratios used to interpret financial statements:

- Liquidity ratios, such as the **current ratio** (current assets/current liabilities)
- Capitalization ratios, such as **financial leverage** (total liabilities + owners' equity/owners' equity) and **long-term debt to capital** (long-term debt/liabilities + owners' equity)
- Activity ratios, such as **assets turnover per period** (sales/total assets) and **inventory turns per period** (cost of goods sold/average inventory held during the period)
- Profitability ratios, such as **return on sales** (net income/sales) and **return on equity** (net income/owners' equity)

If every entry in a list is a complete sentence, use standard end punctuation at the end of each entry.

- **Liquidity measures** tell how much is on hand that can be converted to cash to pay the bills.
- **Capitalization measures** tell how heavily burdened the company is with debt, the extend to which investors are financing the company, and how the



company is financing itself.

- **Activity measures** tell how actively a company's assets are being deployed.
- **Profitability measures** tell how profitable a company is in relation to the assets and sales that made its profits possible.

If some entries are complete sentences and some are not, use the end punctuation appropriate to each entry. However, if possible, recast the entries to make them all phrases or complete sentences.

Answers to item three were as follows:

- Often (8 percent)
- Sometimes (62 percent)
- Never (11 percent)
- I don't know (9 percent).

Names of Functional Divisions within Companies. Upper- and lowercase.

INCORRECT: human resources, operations, accounting and finance

CORRECT: Human Resources, Operations, Accounting and Finance

Numbers. Spell out for numbers from one to one hundred. Use figures for numbers greater than one hundred. Exceptions: In mixed contexts, use figures for all numbers. For decimals less than 1, use preceding 0. Add 0's as necessary after decimal place to show level of accuracy of calculation. For percentages, use figure and the word *percent*. If the number is an even number of thousands, millions, etc., use figure plus word *thousand* or million.

INCORRECT: 3, one hundred twenty eight, 666 M, 666,000,000, .125, 8%

CORRECT: three, 128, 666 million, 0.125, 8 percent

Space following end punctuation. Use a single space, not a double space, following a period, exclamation point, or question mark that ends a sentence. Double spacing at the ends of sentences is done in student papers and similar works but not in professionally published works.

Telephone numbers. Use 000.000.000 form, as follows:

INCORRECT: Facsimile (555) 666-0405

CORRECT: Facsimile 555.666.0405

Titles. Lowercase. Exceptions: when the title is used immediately preceding name, upper-



and lowercase. Also use when the title is used on a business card, in a signature line, in a complementary close, in the title of a paper, or for any other display purpose.

INCORRECT: the Executive Vice President for Business Development

And now, without further ado, let me introduce senator Warren Rudman.

Sincerely,

Barry Bateman, Managing partner
Sapience Organizational Consulting

CORRECT: the executive vice president for business development

And now, without further ado, let me introduce Senator Warren Rudman.

Sincerely,

Barry Bateman, Managing partner
Sapience Organizational Consulting

Words as Words, Letters as Letters, etc. Use italics.

INCORRECT: What do we mean when we refer to knowledge assets?

CORRECT: What do we mean when we refer to *knowledge assets*?

INCORRECT: The editor confused the words imply and infer.

CORRECT: The editor confused the words *imply* and *infer*.

INCORRECT: The B stands for baseline.

CORRECT: The *B* stands for *baseline*.



Templates and Sample Documents

Templates for a wide variety of corporate documents are stored in the [to come]. Please use these templates, and only these templates, for Sapience Organizational Consulting communications. Doing so will help to ensure consistency in the face that we present to our clients, to the business press, and to others outside the firm.

[Template documents to come.]