



Valero Employee Portal **Brand Strategy**

November 1, 2007

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Objectives

- ▶ Define the Valero brand with respect to the employee portal
- ▶ Provide an employee messaging strategy
- ▶ Review candidate names for the Valero portal
- ▶ Establish requirements for a portal visual identity system
- ▶ Describe a portal brand architecture

Strategic Creative Brief for the Employee Portal

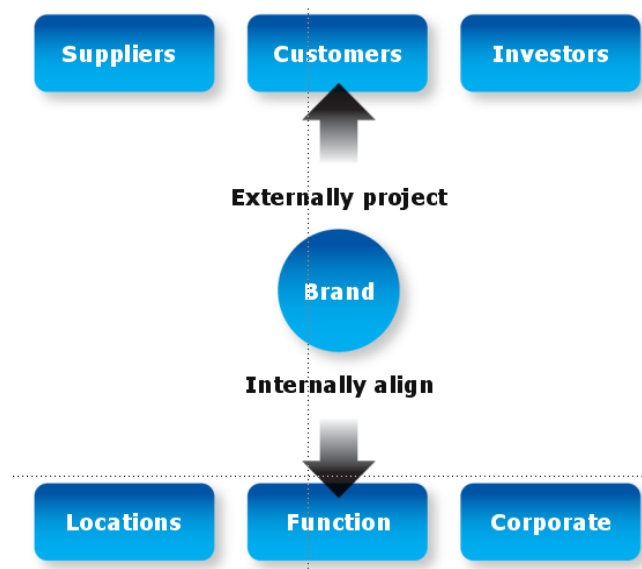
Defining the Valero brand on the employee portal

The Valero employee portal and related systems serve more than 21,000 employees throughout a network of 17 refineries and corporate headquarters. The current network of systems represents specific refineries, refinery operations and corporate functions.

Within the current intranet network, Valero branding is used inconsistently and is often displayed in parity with other homegrown branding elements that have been developed autonomously to represent various refineries, safety initiatives, philanthropic activities, etc.

Valero is in a state of change and is currently re-orienting its strategic focus around organic growth and operational enhancements while continuing to adhere to the core values and cultural characteristics that have enabled the organization to build lasting relationships with employees, business partners and the communities in which Valero operates.

The Valero portal can play a pivotal role in advancing corporate strategy not only by centralizing and standardizing corporate functions but also by aligning employees with corporate strategy across locations and functions.



Integrating an organization's brand into a portal helps support strategic alignment by exemplifying the company's key messages. To achieve this, the Valero brand must be associated with clear, consistent attributes that are relevant to employees, embody the culture and values of Valero and communicate strategic goals.

Brand attributes

Brands are the synthesis of all the information connected to a company. They are utilized to create associations, convey values and establish expectations. This is accomplished by identifying and assigning discrete attributes to a brand and ensuring that those attributes

are imminent in all brand communications. Brand attributes will establish and convey a tone and quality to communications that are consistent with brand characteristics and brand strategy.

Brand attributes:

- Must be strategically aligned
- Are an accurate reflection of the organization
- Can be aspirational, showing a to-be state, as long as the desired state is not too much of a stretch
- Must be a good cultural fit; they should feel right
- Are easy to understand and remember
- Should be evolutionary as opposed to revolutionary or static

Assigning brand attributes

Brand attributes must synthesize the ideas and the values of company and evoke the company's true personality. To arrive at this, we identify ideas and values that are central to the company and then posit personality traits that embody both:

$$\text{ideas} + \text{values} = \text{personality}$$

Ideas: Concept, direction or unique viewpoint

Values: A moral, ethical or social position

Personality: An intangible characteristic that is either real, perceived or an aspiration

Ideas	Values	Personality
<ul style="list-style-type: none"> • Portfolio optimization • Refining flexibility and diversity • Reliability • Long-term investment • Shareholder value • Continual improvement • Focus on refining 	<ul style="list-style-type: none"> • High-touch • Commitment to communities • Commitment to worker safety • High ethical standards • Environmental stewardship • Be the best • Efficiency 	<ul style="list-style-type: none"> • Most valuable refiner • Optimal performer • Caring • Ethical • American-based • Great company to work for

Key internal messages

- A key brand message is a reflection of the ideas, values and personality of the organization.
- It supports and communicates one or more aspects or attributes of the brand.
- It is a simple statement, easy to understand and to repeat.
- A successful key message will be integrated into most, if not all, communications throughout the company, thus reinforcing the core concepts of the brand.
- Key messages do not have to be repeated word for word; rather, wherever possible, they are to be tied in to communications. When a key message is appropriately developed and utilized, it represents the organization's strategic

direction accurately, so that the company's actions reflect key messages and key messages support the company's actions.

Key Messages:

Long term:

Our goal is to define industry excellence and increase our value as a refiner by continually improving process safety, reliability and efficiency.

Our company is built on trust and relationships: with each other, with our clients and customers, with our communities and with the world in which we live.

Shorter term:

We are investing strategically to support organic growth for the long-term benefit of the entire organization.

Creative requirements for portal design

Target audiences

- Valero employees
 - (21,000) Including all refinery locations and corporate functions
- Contractors
 - Included with limited access
 - No HR related content
- Retail
 - Included for the initial release for retail content only
 - Recommend treating retail identities (i.e., Ultramar) as a sub-brand

Communications objectives

- The Valero Employee Portal design has additional communications requirements associated with the unique challenges of this initiative, including the following:
 - Manage the transition to a unified portal from the current network of sites
 - Support wayfinding for end-users in a large and complex portal environment
 - Leverage the strengths and inherent architecture of SAPP
- With these objectives in mind, the Valero identity and design must communicate the following:
 - Valero is one organization with shared goals and values
 - Valero's initiatives, programs, workgroups and separate refinery facilities are each valuable members of the Valero organization and contribute to the success of the entire organization
 - Valero cares about its employees and the communities in which it operates

Execuational Considerations

- Homepage design: Simple but sophisticated
 - Manage the quantity of personalization/customization to limit performance impact on homepage
 - Automated launch will put high demand on server during peak hours
 - Should look like a big sophisticated company website
 - Avoid cluttered, complicated homepage design
 - Focus on the developing the best visual design possible without undo regard for implementation challenges; get the "best" design
 - Identify users on the home
 - Dept affiliation
 - Location
 - Type of employee (FTE vs. Contract)

Portal visual identity system

Portal identity

As the new employee portal is rolled out, sponsors and staff will need to communicate about the rollout. Establishing a memorable and strategically aligned name for the portal

will facilitate roll out and ongoing communications about the portal, enable employees to distinguish the new portal from legacy systems and support user adoption through employee awareness.

Name

Based on the Valero brand attributes as well as the strategic goals for the portal we offer the following names for consideration:

ValeroWay

@Valero

InsideValero

Valero1

ValeroWay

- Suggests a “way” unique to Valero that can be understood to stand for ethics, relationships and commitment to community that makes Valero unique
- By attaching the *way* to the company name in the context of the portal we make an association between Valero values and culture and internal communications, functions and activities
- May have a negative “corporate” connotation due to the address association

@Valero

- Suggests the immediacy and flexibility of email
- Signals “digital” but runs the risk of becoming passé
- Sounds like, *At Valero*

InsideValero

- Distinguishes the portal from external Valero web sites
- Implies the internal workings; the gears and levers within
- It is the longest of the names both visually and verbally (5 syllables)

Valero1

- Implies a single, unified portal and corporation
- Suggests that the portal is the first place to go
- Clear, concise and memorable

Visual identity

Portal logos

Once a brand name is selected LDS will provide a visual treatment that will function as the portal identity as well as a system for representing subordinate identities associated with refineries, workgroups, initiatives and volunteer activities.

The visual treatment will be set in a banner context so we can see how the identity will work in the actual context in which it will be displayed.

Executorial Considerations

Valero is currently using a variety of visual identities (logos) across their intranet sites, their retail establishments and various locations and collateral. In an effort to reduce the confusion of logos, we will not be creating any new visual elements but rather working with the existing Valero corporate visual assets to create the portal identity.

Existing Valero Corporate Logo

The primary portal visual identity should incorporate visual elements of style from the existing Valero brand. The goal is not create a new logo but to brand the portal in manner that is both unique but synergizes with the established corporate identity.

We believe it is critical that the established Valero corporate identity be included in the portal identity since the portal is intended to be the official and primary website for Valero employees

Once established the portal identity, will in turn be incorporated into branding banner that will display on every portal page.

Strategic brand architecture

Background

The strategic brand architecture is defined as a hierarchical relationship between visual identity elements, consistently applied, that reflects the corporate structure and supports strategic objectives.

The Strategic brand architecture:

1. Structures various brands within an organization
2. Regulates how visual elements communicate purpose location on the portal

Broadly, there are three types of brand architectures:

Monolithic brands

A single name and visual identity used consistently across all portal sections and pages regardless of geographic location, functional unit, page activity, etc.

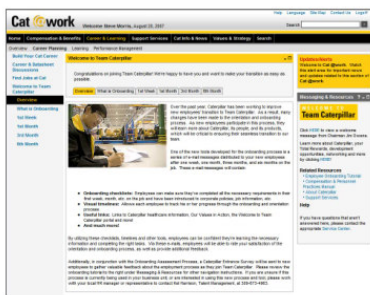
Associative brands

Primary brand is dominant, with one or more subordinate brands. Subordinate brands can reflect business units, functional groups, corporate initiatives, geographic location, etc. all of which sit underneath the primary brand.

Endorsed brands

Primary brand is secondary to an endorsed brand. Here, the top position is held by the local brand representing a functional group, product line or geography and the primary brand is an endorsed footnote.

Example of a Monolithic Brand Architecture



Example of an Associative Brand Architecture



Example of an Endorsed Brand Architecture



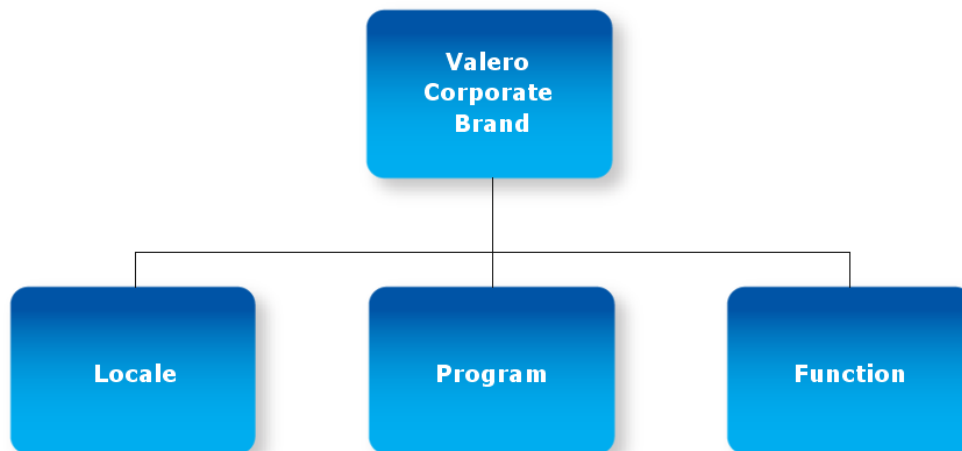
Recommendations

Given the number of valid affiliations that are active within the Valero Employee Portal user community, we recommend adopting associative brand architecture.

This approach will allow us to incorporate visual identities (logos) representing facilities, workgroups and programs that employees identify with. At the same time it helps position these subordinate identities in the correct relationship to Valero's dominant identity. It will also support wayfinding on the portal by enabling a clear and consistent labeling of content pages with respect to affiliations.

Visual identity elements and hierarchy

The associative architecture for Valero will communicate a dominant position to the Valero Corporate brand and a parity relationship between dominant affiliations; specifically:



Subordinate identities

Beneath the dominant Valero portal identity, a set of subordinate identities will be established to label content and functional workspaces according to specific organizational affiliations such as refinery (i.e., a specific facility), initiative/program (i.e., PSM, a volunteer effort, a site-specific initiative) and function (i.e., Human Resources, corporate communications, refinery operations, etc.). A single content asset or functional workspace may be associated with one or more subordinate identities as required.

Appropriate usage

Design guidelines will regulate the use of visual identities on the portal. A set of identity assets such as logos will be provided along with appropriate usage standards. Usage standards will provide a basis for the use of provided visual identity assets as well as guidelines for creating new identities such that they will not disrupt the strategic brand architecture.