



Outperforming – *the way ahead*



Contents

- 1.** Introduction. *Why we need a Brand Manual*
- 2.** Purpose and Scope.
- 3.** How is VGC viewed today?
- 4.** What are VGC's key qualities? *The Brand Requirements*
- 5.** Where do we want to go? *The Brand Mission*
- 6.** How will we get there? *The Brand Strategy*
- 7.** What will we deliver? *The Brand Promise*
- 8.** Comparing VGC today and tomorrow. *The Brand Model*
- 9.** What is expected of me?

WHAT IS THE VGC GROUP?

The VGC Group started in business in 1960 and has since established itself as the leading supplier of business support services, ranging from labour supply through to contracting, construction, recruitment, training and vehicle rental to the Civil Engineering, Mainline Rail, London Underground, Utilities, M&E and Nuclear sectors.

The diversification of the Group companies enables us to call on a wide spectrum of skills, knowledge and competence to provide a service unmatched by any other company.

The VGC Group comprises:

VGC Labour Solutions:
Trades and labour recruitment

VGC Personnel:
Professional, technical and managerial recruitment

VGC Rail Projects:
Mainline Rail and London Underground contractor

VGC Construction:
Building and Civil Engineering contractor

VGC Training:
Training and competence management services

Cole Hire:
Vehicle rental

VGC Group's Mission

We are dedicated to delivering high-quality, cost-effective solutions for our clients and to building long-lasting partnerships with them. We value our business relationships and will remain fair and true in all our dealings with clients and staff. We have a commitment to a safe working environment, staff development, sustainability and to ethical business practices.



INTRODUCTION - WHY WE NEED A BRAND MANUAL

VGC has progressively developed from its beginnings in 1960 as a Building Maintenance company to the multi-divisional VGC Group of today – consistently performing well and having established a positive reputation in a challenging and exciting set of industry sectors, a proven reputation we've expressed as "a partnership you can trust".

With that strong foundation in place, we want to continue to maintain and develop our business and to expand and refine our capabilities. However, we need to retain all the good things we have created together, but at the same time, we must distinguish ourselves more clearly from our competitors and communicate our abilities and successes to a wider audience.

It is also time to give more prominence to our divisional companies, by positioning them as strong, individual elements with specialist skills, reinforced by them being part of the supportive and financially-stable VGC Group.

How can we achieve these ambitious objectives? Very simply, by "**outperforming**" against the rest of our industry.

We will, of course, not stop being "a partnership you can trust", but our brand image and public face is changing to reflect and support our ambition to "**outperform.**"

The purpose of this Brand Manual is to explain the background to our thinking and to bring clarity and focus to our ambition to "**outperform**" the competition. It will also show how we will bring the newly branded VGC to life and how we can all work together to achieve our ambitions and gain competitive advantage.

I am confident that we can all make this happen and I look forward to you joining me on our journey

A handwritten signature in black ink, appearing to read 'Sean', written over a horizontal line.

M.J (Sean) Fitzpatrick - VGC Group Executive Chairman

PURPOSE AND SCOPE

What this Brand Manual is:

It is a clear explanation and definition of our strategy, the new VGC brand positioning of **outperform** and how we can make it an essential part of all that we do and are.

What this Brand Manual isn't:

It is not an attempt to limit our passion, care, drive and flair, but rather a set of guidelines to help us utilise the talents that has made VGC what it is today in order to become the VGC of the future.



Outperform: *delivering a performance which is significantly better than the competition*



HOW IS VGC VIEWED TODAY?

We have taken the opportunity to speak to many of our key customers and prospective customers across the group, as well as involving our staff, in order to understand how VGC is viewed today.

What we discovered from this research confirmed what we believed – that VGC is in a strong position today. VGC is viewed as having a positive reputation and to be performing well.

However, the research also identified some common factors which we cannot ignore. The first concerns our level of performance – customers say it's good, but it made us ask ourselves "is it exceptional?" Perhaps it's not quite as exceptional as customers expect today. We all like to be delighted by good service, in whatever we do. To be distinctive, we need to outperform.

The second concerns our style – customers say they see us as a little shy, reluctant to blow our own trumpet. While modesty is generally a good thing, in these tough, competitive times it is expected that we give fair account of our performance and achievements. We now need to outperform in our communications.

The third concerns what VGC is about – in the minds of prospective customers, we are mainly perceived as a labour supply company. We must raise the profile of our divisional companies and position them as part of a strong and supportive VGC Group. Again we need to outperform in the positioning of our divisional companies to those prospective customers who don't yet know us well enough.

The new VGC branding of "outperform" now becomes clearer.



WHAT ARE OUR KEY QUALITIES? THE BRAND REQUIREMENTS

An important part of VGC's heritage is the strong family values approach to our business, which has encouraged respect, trust and openness amongst staff. A direct result of this approach is our proven ability to create long-lasting relationships while working as a team with our clients and this is at the heart of our determination to succeed and grow.

VGC's own developed characteristics are well established and highly regarded by our customers – they are an integrity and fairness in all that we do, a dedication to deliver a good result and a clear accountability for our actions.

By combining our heritage and characteristics, we have been able to firmly establish our core values:

- The quality of the work we deliver
- Our excellent Safety Record
- Our respect for our employees and our clients
- The sustainability we adopt in all that we do

These characteristics and core values have been - and continue to be - fundamental in building the strong, well-respected VGC Group and VGC brand.

However, in order to stay ahead of the competition and drive growth, we acknowledge that we must be:

- More dynamic and innovative
- More proactive and passionate
- More expert in our performance delivery

in other words, to outperform.



WHERE DO WE WANT TO GO?

THE BRAND MISSION

We work and live in a highly competitive environment where contracts and projects can sometimes be won or lost over the smallest of issues.

To be successful and grow, excellence in service and quality are not enough. We need to demonstrate the “exceptional” – a performance level that sets us apart from the crowd and uniquely positions the VGC Group and brand name of the future.

In short: “We want to be recognised as the most forward-thinking, integrated business services company that consistently outperforms”

HOW WILL WE GET THERE?

THE BRAND STRATEGY

We will outperform through our superior working practices built around three pillars:

Creative and innovative thinking

At the tender stage, at the start-up of a project and also throughout its course, we will constantly look for new ways to provide an exceptional end result for our clients. That might be in our presentation, relationship management, programming, cost effectiveness – in fact in every aspect of the work we do and how we do it.

One Team Approach

A collaborative, consultative working approach with clients, our partners and across all VGC staff to ensure the best possible outcomes are achieved. Not just a set of words but a real, personal commitment to making the one-team approach an everyday reality.

Passionate about exceeding expectations

With every project, the goal is not only to meet our client's expectations, but to exceed them safely, on-time and on-budget, from the smallest detail to the overall impression we create with our customers.

WHAT WILL WE DELIVER?

THE BRAND PROMISE

For the client: we will consistently outperform through our innovative thinking, passion and seamless teamwork.

For our industry: we will be the most attractive partner, highly respected and constantly growing.

For our employees: we will be a company with great people, great values and great teamwork.

For society: we will continue to work safely, responsibly and with a commitment to sustainability.

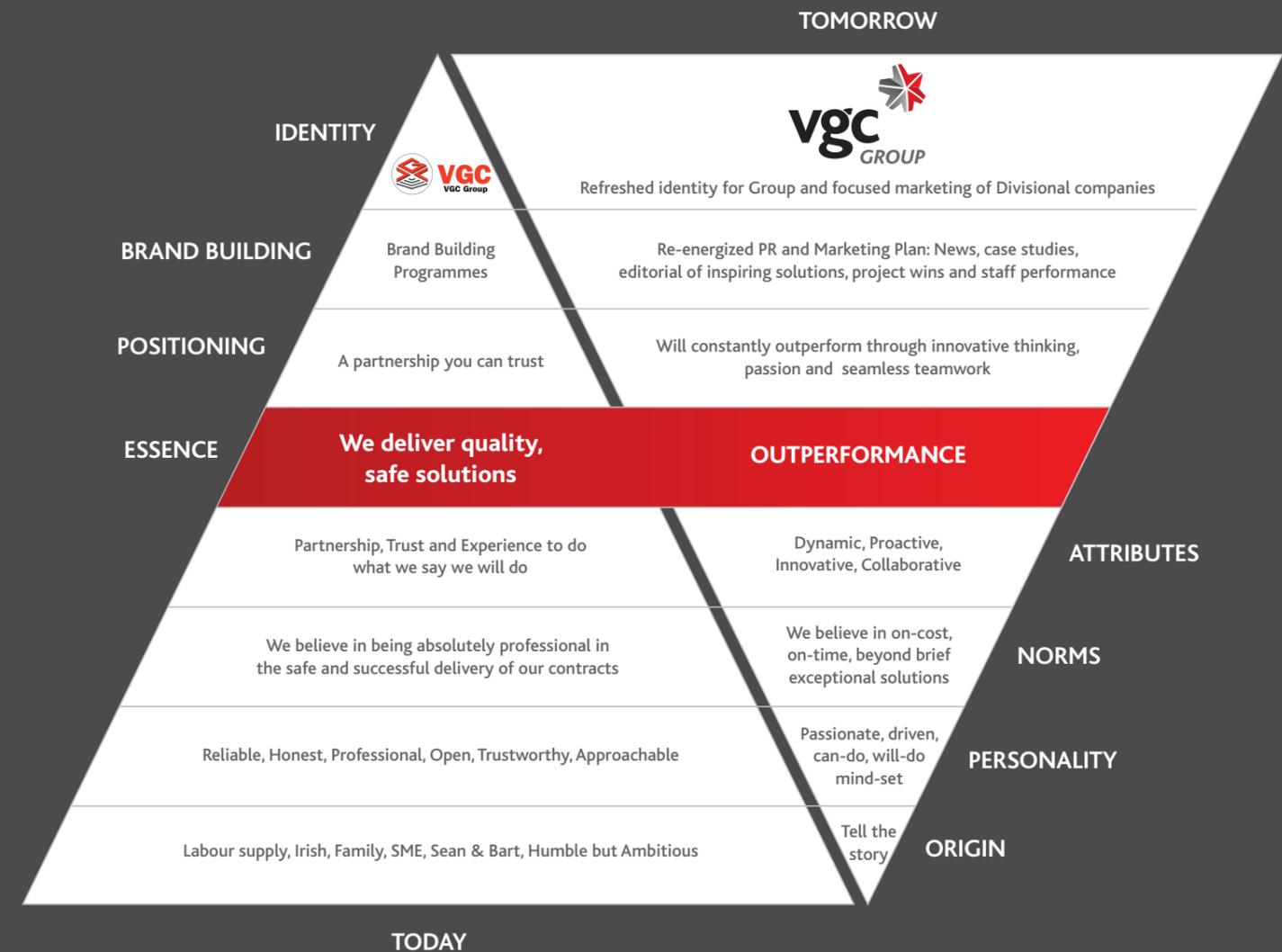
In living up to this brand promise our collaborative working approach and superior working practices will exceed customer expectations and firmly establish the VGC Group as the company that outperforms.

VGC TODAY AND TOMORROW THE BRAND MODEL

This map is built with a pyramid on the left representing the VGC brand and company of today and the inverted pyramid on the right hand side which is the picture of the VGC Group moving forward.

The “essence” of the brand is meant to summarise the true heart of what the brand or company represents. So on the left side as we consider VGC today it is very clearly a company that “delivers quality, safe solutions” for its customers – and is highly respected because of that. Moving to the future on the right hand side, at its very heart the company / brand takes on a far more dynamic position.

The heart or “essence” of VGC will be OUTPERFORMANCE of expectation and competition.



As you can see “origins” (where we come from) can’t change very much, they are our heritage. Our personality or the characteristics of the VGC brand build on what we already are. But our “norms” (what we most value in our business) in the future will be all about delivering beyond expectation.

Our “attributes” (what we deliver) reflect this innovative, proactive nature that drives OUTPERFORMANCE.

The VGC of tomorrow does not give up the values it has established over years of business development, but builds on the best of VGC today and sharpens our position and the brand promise.

The pyramid or map can be used as a template for everything we do as a business and as individuals in establishing the VGC brand of tomorrow.

WHAT IS EXPECTED OF ME?

When, in the previous section, you see the planned differences between VGC today and tomorrow, then you realise that we all have a role to play and a contribution to make to ensure that we consistently outperform.

It's vital that we don't lose the positives in our heritage, our characteristics and our core values – they have made us what we are today, so we must retain them and build on them by:

- Adopting a passionate, driven, "can-do, will-do" mindset
- Looking for areas where you can be more dynamic, safety-conscious, pro-active, innovative, collaborative and commercially-aware

- Always being part of a team, both internally and externally

- Asking yourself, in what way can I contribute to our outperformance?

You should also be prepared to hear VGC being talked about! VGC is raising its profile and its game so Customers, Clients, Competitors, Suppliers and the Trade Press might want to know why and how.

If you are ever part of such a discussion, then your familiarity with this manual and your own experience of VGC will help you give a naturally positive and confident reply.

Remember, we are already doing a good job, so it's now about where you can help deliver an even better one.





That's our challenge – to outperform.





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