

KING  
CASEY  
KING  
DESIGNS FOR MARKETING

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February 20, 1976

Mr. Edward G. Jordan  
Executive Officer  
Consolidated Rail Corporation  
Suite 1400 South Building  
L'Enfant Plaza  
Washington, D.C.

Dear Mr. Jordan:

When I visited Ogilvy & Mather on Tuesday, February 17th, Abe Jones explained in some detail the identity problem facing the Consolidated Rail Corporation (ConRail) management, and your desire to make significant headway by April 1st. I have gone over the documentation that the agency supplied with some of the specialists in our office, and I would like to review for you now our understanding of the problem, outline a suggested course of action for dealing with it, and propose King-Casey's services for its brisk and speedy accomplishment.

This is our understanding of the problem:

1. ConRail will emerge April 1st as a new corporation, consolidating seven northeast railroads. It will have a new management team, a new business philosophy, new capital, and management wants it to assume a new "look" consistent with its new personality and objectives.
2. Prior to April 1st, ConRail must agree on a basic visual communications system; one designed with all key aspects in mind. The keystone of the new system will be the new graphic device prepared by Ogilvy & Mather.
3. On April 1st, the public as well as employees must be officially notified of the changeover. Advertising will introduce the plan. The public should see the beginnings of the new "look" - a manifestation of beneficial change - progress.

4. A plan must be developed for implementation. It is important that first things be done first so that order is maintained, confusion is avoided, and enthusiasm is not replaced by frustration.
5. The plan must be reduced to a schedule and timetable so that all identification instruments are addressed in order of diminishing importance.

If our understanding is correct, King-Casey would attack the problem in the following steps:

STAGE I

1. An office of Corporate Communications should be established at the outset under the direction of a corporate officer, or an individual who has direct access to the Chief Executive. This is essential, because key people in the new system will attach no importance to projects which do not have visible top level sanction, and footdragging will be the order of the day.
2. A statement of corporate objectives must be developed to assure that the way ConRail wishes to be regarded and the proposed "new look" are in consonance. King-Casey will assist in this development.
3. King-Casey will assemble representative samples of current communications tools (see attached list) of the seven ConRail components, and organize the material in such a way that the full dimensions of the problem and its nature are understood, and future needs can be anticipated.
4. With the problem organized - and the ultimate end uses understood - King-Casey will create alternate "looks" for the proposed device that will meet the corporate objectives in various ways.
5. The designs forthcoming from Step 4 will be tested by trained psychologists to ascertain their degree of effectiveness in achieving the desired impact on relevant respondents, and to determine which of the schemes best meets current and future needs.

6. The selected trademark should be the subject of still another legal check to insure that both the name and graphics are unencumbered.
7. By April 1st, the new trademark must be illustrated, artwork prepared, specifications detailed, and production procured or liaisoned for the following:
  - A. Executive stationery, envelopes, calling cards.
  - B. One or two complete trains.
  - C. Executive offices of ConRail for kick-off press releases.
  - D. Any other emerging material that can be decided on immediately.

King-Casey will review ConRail's needs with respect to internal forms and communications (Bills of Lading, Invoices, Purchase Orders, Internal Memoranda Forms, Checks, etc.) with an eye on consolidation and economy, and present our findings and recommendations prior to immediate implementation.

8. Once the above has been approved for production, King-Casey recommends that these key elements form the basis for an "Interim Visual Communications Application Manual" where specifications for the production of these items can be detailed and disseminated.

The above is designed to get ConRail off and running and give King-Casey a chance to gauge the girth of the assignment.

The following stages are typical for what we envision the scope of this assignment to be and are meant to be representative of an approach. Details will be supplied as work proceeds.

## STAGE II

Once the immediate needs have been taken care of, King-Casey is recommending turning to the preparation of a total system for communications development for all the ConRail communications tools. This will afford ConRail, as well as suppliers, the opportunity to understand what is being planned for the future so all communications begin to fall into an orderly transition on a predetermined schedule. There are specific areas of concentration which require indepth study:

1. Rolling stock - all types and sizes, each of the major categories.
2. Stationery, forms, and internal communications.
3. Facilities, terminals, stations, and executive offices.
4. Promotional material.
5. Specific situations - such as trade exhibits, employee uniforms, etc.

August 15th completion.

### STAGE III

Once King-Casey has had the opportunity to work out many of the visual communications problems on a broad basis, it will be necessary to create a Complete Visual Communications Manual to specify all aspects dealing with visual communications. This will insure that the face ConRail shows to the public will be unified no matter in which medium it appears. This Manual will insure consistent application for many years to come. We would plan to initiate this phase approximately August 15th and would plan to present printed Manuals by December 15th.

Detailed cost estimates for Stage I are attached in our Project Estimate form. We would strive for completion of this first phase within thirty days from commencement. Some aspects would be completed earlier, but the entire assignment should be done within the allotted time. Key needs, such as detailed specifications and sample containers, would be prepared in two to four weeks. The same is true for key executive office stationery.

Other phases will be estimated within thirty days as we become more knowledgeable as to the work load.

During the course of the work, King-Casey will report its progress as often as your time and interest dictate, but certainly on a monthly basis.

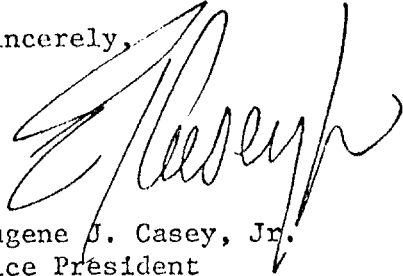
Mr. Edward G. Jordan

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February 20, 1976

All of us are very pleased to be considered for participation in what promises to be one of the most exciting and important chapters in U.S. railroading history, and we're confident we can deliver an outstanding result.

Sincerely,

A handwritten signature in cursive script, appearing to read "E. Casey, Jr.", written in black ink.

Eugene J. Casey, Jr.  
Vice President

EJCJr/sb

Enc.

**TO** Mr. Edward G. Jordan  
Executive Officer  
Consolidated Rail Corporation  
Suite 1400 South Building  
Washington, D.C.

**DATE** February 20, 1976

**JOB DEFINITION AND PRODUCT**

Consolidated Rail Corporation Stage I Identity Development (as detailed in accompanying letter)

1. Design finalization of the selected design, including finalization of trademark and logotype, final artwork, mechanicals, and mock-ups.
2. Design development of stationery; forms, headquarters, rolling stock, etc.
3. Preparation of Interim Visual Communications Application Manual.

**COST ESTIMATE**

	GRADE	HRS.	DISBURSEMENTS	COST
RESEARCH		125		5,000
CREATIVE		200		8,000
ENGINEERING		100		4,000
LIAISON		175		7,000
ART WORK		300		10,500
MODEL MAKING		100		4,000
OTHER Overtime Estimate (25%)				9,625
<b>GRAND TOTAL</b>				<b>\$ 48,125</b>

**TO BE SUPPLIED BY CLIENT**

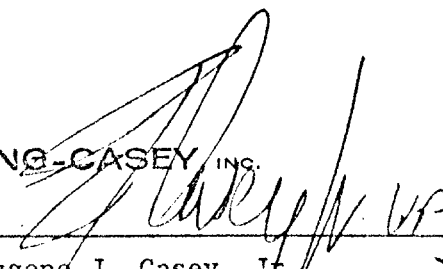
Out-of-pocket expenses (15% est.)  
In addition, items on Corporate Identity Check List

**ESTIMATED DELIVERY DATE**  
April 1, 1976

**DATE OF BILLING**  
Monthly as accumulated

**CLIENT APPROVAL BY**

\_\_\_\_\_  
Consolidated Rail Corporation

**KING-CASEY INC.**  
  
BY \_\_\_\_\_  
Eugene J. Casey, Jr.

**NOTICE:** This form has been carefully prepared as the best estimate that can be made as of the indicated date and will be honored for 60 days from date of initiation. The total figure shown will not be exceeded without express authority. Monthly, as the project progresses, revised versions of this form will be issued to conform with any changes in schedule.

## CORPORATE IDENTITY CHECK LIST

Examples of the following items from the displaced companies should be assembled and stockpiled at the earliest date:

### A. DIRECT ADVERTISING

1. Consumer magazines and newspapers
2. Trade publications
3. TV and radio commercial formats
4. Billboards
5. Motion picture clips
6. Financial advertising
7. Personnel recruitment
8. Agents, distributors, or dealers
9. Tickets, schedules, and miscellaneous
10. Point-of-sale pamphlets, enclosures, and mailing pieces
11. Price lists and catalogues

### B. PRINTED MATERIAL

1. Letterheads
  - a. Executive
  - b. Personal
  - c. General
2. Letter envelopes
3. Large mailing envelopes
4. Mailing labels
5. Business and calling cards
6. News release heads
7. Promotional letterheads
8. Checks
9. Contracts
10. Invoices, credit memos, and statements
11. Shipping notices
12. Purchase orders
13. Brochures
14. Annual reports
15. House organs
16. Contracts and service policies
17. Internal accounting forms
18. Internal report forms
19. Internal correspondence forms
20. Drawing and specification forms

### C. FACILITIES

1. Terminals, station offices, warehouses, and property identification signs
2. Plant and office entrance signs
3. Lobby and reception room signs and decor
4. Station signing, platform, secondary signing
5. Employees' and contractors' identification signs
6. Water towers, storage tanks, and permanent processing equipment installations

### D. EQUIPMENT

1. Rolling stock, containers, cars, locomotives
2. Automobiles and station wagons
3. Pick-up and light trucks
4. Medium and heavy trucks, tractors, and trailers
5. Off-highway equipment
6. Maintenance equipment
7. Boats, barges, and lighters
8. Aircraft
9. Contractors' equipment
10. Employees' and agents' uniforms

### E. PACKAGING AND PRODUCTS

1. Bags
2. Wrappers, bands, and printed tapes
3. Cartons and sleeves
4. Boxes and crates
5. Barrels, drums, and kegs
6. Package labels
7. Pails
8. Cans
9. Name plates and decals
10. Large industrial products in transit
11. Returnable pallets and containers
12. Point-of-sale displays
13. Spools and reels