



France

Brand Book

Introduction

France, through the Fédération Française de Football, is far more than a national football team. It is a Civic Mentor and a social laboratory, using every pitch as a classroom to build a more cohesive, inclusive nation. Founded on the extraordinary unifying power of Les Bleus and the deep conviction that sport can heal and teach, the brand fuses elite competitive excellence with a pioneering civic mission. The P.R.E.T.S. framework transforms 400,000 volunteers into civic educators, while the Fondation du Football's lab-to-scale model brings systematic rigor to social innovation. This dual loyalty to glory and solidarity sets the brand apart, creating an irreplaceable emotional bond with fans like Pierre, coaches like Camille, and storytellers like Amina. Its personality is principled, pedagogical, and warm; its voice is that of an authoritative mentor who teaches, unites, and inspires. The strategic vision is bold: by 2036, every club is a school of citizenship, and France's model is a global benchmark. This purpose-driven identity is not just a moral choice but a profound commercial strategy, deepening trust, attracting talent, and commanding premium partnerships. In a fragmenting world, France stands as living proof that a game can indeed build a stronger nation. Vive la France, where every victory weaves the fabric of society itself.

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Strategic Imperative: Why We Lead With Aligned Identity



In a cynical market where fans and communities are inundated with hollow sponsorships and performative gestures, authentic purpose is the ultimate driver of long-term loyalty and talent attraction. For France, the choice to lead with purpose is not a marketing veneer; it is a strategic necessity. The brand's DNA—anchored in the P.R.E.T.S. pedagogical framework, the Fondation du Football's lab-to-scale social innovation, and a deeply entrenched role as a national unifier—means that every action taken under this brand reinforces a story of transformative societal impact. This is not about feel-good messaging; it is about building an

emotional equity that insulates the brand from commoditization, galvanizes its 400,000-strong volunteer army, and makes it an indispensable public utility. When purpose drives the strategy, the return is a fiercely protective community, an employer brand that attracts top talent seeking meaning, and a narrative that elevates the federation above any single competitive cycle. The commercial payoff is real: purpose-led brands outperform their peers in revenue growth and resilience. For France, purpose is the blueprint for enduring relevance and financial strength.

Our Strategic Position: A SWOT Analysis



Strengths

- World-leading integrated social mission, anchored by the Programme Éducatif Fédéral (P.R.E.T.S.) that systematically embeds civic values into every level of the sport.
- Unique institutional asset: the Fondation du Football functions as a social R&D lab, piloting and scaling community innovations with methodological rigor.
- Unmatched cultural symbolism as a national unifier, with a 1998 'Black-Blanc-Beur' legacy that gives the brand a powerful, authentic story of inclusion and national pride.

Strategic Guidance: Leverage the lab-to-scale social innovation model to attract purpose-aligned commercial partners and public-sector co-investment, turning the Fondation's

evidence-based impact into a tangible asset for sponsorship value.

Weaknesses

- Inherent institutional formality risks being perceived as bureaucratic and distant, particularly by younger, digital-first audiences.
- The tension between elite competitive focus and grassroots social work can blur the brand's public message if not managed with narrative clarity.
- Centralized governance structures may slow responsiveness to hyper-local or real-time cultural moments.

Strategic Guidance: Mitigate formality by deploying the 'Civic Mentor' personality—warm, pedagogical—in all digital touchpoints; invest in ambassador storytelling from the volunteer base to humanize the institution. Clarify the dual mission by framing elite success as fuel for grassroots purpose, not a competing priority.

Opportunities

- Global export of the FFF's social innovation methodology, positioning the brand as a thought leader in values-based sport development.
- Deepened digital engagement through a P.R.E.T.S.-themed mobile platform for clubs and coaches, offering training, storytelling, and community building.
- Strategic partnerships with corporations seeking verified social impact narratives, leveraging the Fondation's data to create co-branded civic initiatives.

Strategic Guidance: Act now to package the 'lab-to-scale' model into a consultancy-style offering for other federations, creating a new revenue stream and elevating the brand's international stature.

Threats

- Competitors like the DFB are aggressively investing in sustainability and digital innovation,

potentially eroding France's perceived lead in social responsibility.

- Political polarization within France could co-opt the brand's unifying message, forcing it into partisan debates that dilute its inclusive positioning.
- Commercial pressures from mega-clubs and broadcasters may pull focus away from the grassroots, undermining the authenticity of the purpose-driven claim.

Strategic Guidance: Defensively, codify the social impact metrics and storytelling into an annual 'State of the Nation' report that cements the brand's unique role; engage proactive media relations to frame the brand's mission as above politics, rooted in universal values. Build contractual protections in broadcasting and sponsorship deals to ring-fence grassroots investment.

The Competitive Field: Our Unique Position in the Market



The Competitive Players

The market is shaped by two primary strategic groups: **The Governance-First Institutes** and **The Performance-Driven Prestiges**. The Deutscher Fußball-Bund (DFB) exemplifies the first, with a meticulously structured, data-rich approach. The Real Federación Española de Fútbol (RFEF) illustrates the second, blending high-level performance with a growing focus on integrity and inclusion.

- **Deutscher Fußball-Bund (DFB)** projects a persona of a hyper-competent, transparent steward. Its evidence reveals an obsessive focus on compliance, sustainability frameworks

aligned with UN SDGs, and digital platforms like DFB.TV. It is highly professional, data-driven, and institutionally grounded, with a formal, authoritative voice. Their Playbook: Win trust through exhaustive transparency, procedural rigor, and a sustainability framework that feels corporate and all-encompassing. The Customer Compromise: In exchange for reliability and structure, stakeholders accept a utilitarian, emotionally cool experience. The DFB is a competent administrator, not an inspirational mentor.

- **Real Federación Española de Fútbol (RFEF)** emphasizes national unity (“La Selección que une a un país”) and performance prestige. Its evidence shows a strong focus on transparency portals, integrity training programs, and celebratory, high-energy communication around recent titles. It is authoritative and increasingly innovative, but the approach remains institutional and formal. Their Playbook: Cement relevance through competitive glory and then wrap it in a narrative of ethical guardianship and national pride. The Customer Compromise: Fans get the thrill of victory and a promise of ethical conduct, but the connection remains bureaucratic; the social initiatives lack the pedagogical depth and grassroots systematic scaling that creates lasting community transformation.

The Prevailing Customer Compromise

Across the competitive landscape, the dominant compromise is a trade-off between institutional competence and human warmth. The DFB offers a masterclass in operational transparency and sustainability compliance, yet its relationships feel transactional and its emotional register is muted. The RFEF delivers bursts of patriotic euphoria and ethical signaling, but its social impact programs are perceived as top-down, compliance-driven initiatives rather than deep-rooted community movements. In both cases, the football organization remains an external authority—a regulator or a celebrator—not a mentor embedded in the daily life of communities. Stakeholders accept that they can have either robust governance or a genuine, transformative social relationship, but not both. This leaves a significant market gap: no federation currently integrates rigorous social innovation methodology with a warm, pedagogically driven personality that turns fans and volunteers

into active protagonists.

Our North Star: Vision Statement



A Vision Statement is the brand's 'postcard from the future'—a vivid, aspirational picture of the impact it will have made.

By 2036, France is the nation where football's unifying power is measured not only in trophies, but in the strength of its social fabric. Les Bleus remain a beacon of elite excellence, yet our truest victory is a country where every club is a classroom for citizenship, every pitch a laboratory for inclusion, and every victory a shared proof that diversity is our greatest strength. We will have scaled our civic curriculum to reach every amateur club, turning 400,000 volunteers into agents of national cohesion, and exported our 'lab-to-scale' model as a global standard for how sport builds a better world.

This Vision must filter every major capital allocation decision. When choosing between short-term commercial gains and long-term investment in the Fondation or the Programme Éducatif Fédéral, the Vision forces leadership to prioritize the latter—because only those investments compound into the differentiated position that secures multi-generational relevance and enterprise value. In C-suite communication, this Vision becomes the central narrative: we are not just winning matches; we are building a nation's social cohesion, and that is the ultimate driver of sponsorship, TV rights, and public goodwill.

Our Guiding Compass: Mission Statement



A Mission Statement is the active, daily plan that translates the Vision into operational reality.

Mission Statement

We are embedding the P.R.E.T.S. framework into every level of French football, from elite academies to amateur clubs, turning coaches into civic educators. We are piloting social innovations through the Fondation du Football, scaling proven solutions from local clubs to national policy. We are equipping 400,000 volunteers with the tools to foster inclusion, tolerance, and solidarity. And we are uniting the nation behind Les Bleus, using the power of the blue jersey to inspire collective pride and purpose.

This Mission must dictate operational priorities: the product roadmap for digital platforms should prioritize tools that enable P.R.E.T.S. curriculum delivery over generic fan engagement features. KPIs across the organization must shift from raw viewership numbers to metrics such as 'number of clubs actively using P.R.E.T.S. modules' or 'volunteer satisfaction and retention.' Partnership decisions should be filtered through the Mission—does this deal help us scale proven social innovations or turn more coaches into civic educators? If not, it's a distraction. This clarity drives operational discipline and ensures that every team, from marketing to elite performance, aligns its daily work with the brand's singular purpose.

Our Audience: The Protagonists of Our Story



The audience is not a target to sell to; they are the protagonists who bring this brand's purpose to life on the ground. Our story is their story, and our success depends on empowering them.

Civic-Minded Camille

A Narrative Sketch: Camille is the heartbeat of her suburban commune, dedicating her evenings and weekends to coaching youth football. She sees the pitch as a space to teach life skills, not just athletic skills, and often designs her own sessions around respect and tolerance. She is hungry for structured resources and recognition that her work is more than a hobby.

Goals & Motivations:

- Access high-quality, ready-to-use educational content to embed in training.
- Gain formal recognition and credentials for her coaching and civic work.
- Connect with a network of like-minded volunteers to share best practices.

Pain Points & Frustrations:

- Feels isolated and undervalued by the broader football establishment.
- Struggles with limited budgets and a lack of institutional support.
- Finds generic coaching materials that ignore the social dimension of the game.

Relationship with Brand: Camille wants a **mentor and partner**—someone who provides the tools, training, and public validation to make her feel like a professional civic educator, not an afterthought.

Proud Patriot Pierre

A Narrative Sketch: Pierre has been a season ticket holder for decades, his voice a constant presence at the Stade de France. He loves the thrill of victory and the collective joy of match days, but he also longs for a deeper connection to what Les Bleus represent beyond the 90 minutes. He wants his passion to mean something for his community.

Goals & Motivations:

- Feel that his support directly contributes to a larger national purpose.
- Be recognized as part of the '12th Man' in a way that transcends symbolic gestures.
- Share his love for the team with younger generations as a legacy.

Pain Points & Frustrations:

- Commercialization of the matchday experience makes him feel like a consumer, not a stakeholder.
- Sees a disconnect between the glamour of the national team and the realities of local clubs.
- Worries that the unifying spirit of 1998 is fading in a divided society.

Relationship with Brand: Pierre wants a **bond of shared stewardship**—he wants the brand to treat him as a custodian of the team's soul, giving him a role in safeguarding its civic legacy.

Globally-Minded Amina

A Narrative Sketch: Amina is a digital content creator and journalist who follows football through a lens of culture, identity, and social change. She travels the world, covering stories where sport intersects with activism. She is looking for compelling narratives that prove football can be a force for good, not just a business.

Goals & Motivations:

- Uncover and amplify authentic, impact-driven stories within football.
- Align her personal brand with organizations that demonstrate real commitment to social progress.
- Create content that educates her global audience about France's innovative model.

Pain Points & Frustrations:

- Encounters too much greenwashing and purpose-washing from sports organizations.
- Finds it difficult to get access to verifiable data and insider stories that prove impact.
- Sees a gap in the market for deep-dive journalism into football's social laboratories.

Relationship with Brand: Amina wants an **open-source collaborator**—a brand that provides transparent data, unprecedented access to its social projects, and a platform for her to co-create content that advances the conversation.

Synthesized Strategic Counsel: The golden thread connecting Camille, Pierre, and Amina is the hunger for **authentic, actionable impact and belonging**. They all want to move from passive consumption (of matches, of content) to active participation in a mission that matters. Messaging built on this insight will resonate across the whole community by framing every fan, coach, and storyteller as a co-builder of the 'stronger France' the Vision describes. For Camille, it means giving her tools; for Pierre, a role; for Amina, a story. This turns audiences into advocates and evangelists, driving organic growth and deepening the brand's moat.

Our Character: The Personality of `France`



Brand Personality is the set of human characteristics that bring strategy to life, creating emotional differentiation. For France, the personality is **Civic Mentor**—principled, pedagogical, and warm.

- **Principled** — Upholds a moral curriculum (P.R.E.T.S.) in every interaction, from coach training to match-day protocols. A referee who explains a decision with a brief lesson on respect.
- **Pedagogical** — Treats every touchpoint as a teaching moment. The Fondation du Football's lab-to-scale model is not a grant program; it is a classroom for social innovation.
- **Unifying** — Bridges elite and amateur, city and village, through the shared symbol of Les

Bleus. The Stade de France is a national living room where all are welcome.

- **Compassionate** — Acts with emotional focus (33.20) and personal relationship (32.40). A federation that funds menstrual health education and celebrates a volunteer coach’s impact with the same enthusiasm as a World Cup win.
- **Authoritative** — Speaks with the weight of a governing body (Professional 82.50) but without cold bureaucracy. The DNCG’s financial oversight is delivered with firm clarity, not intimidation.
- **Proud** — Wears the Gallic rooster with quiet confidence. National pride (12.90) is expressed through heritage, not hype—a pre-match ceremony that honors history, not a flashy light show.

This personality builds an emotional moat by making the brand irreplaceable in the hearts of its communities. When Camille feels mentored, Pierre feels stewardly, and Amina feels inspired, they are far less likely to be lured by a competitor’s cheaper ticket or shinier app. The relationship is personal and values-based, not transactional.

Personality DO	Personality DON'T
Be a mentor: offer guidance, tools, and encouragement at every touchpoint.	Be a bureaucrat: hide behind procedures or cold, legalistic language.
Celebrate volunteer impact as fervently as elite goals—show Camille on the homepage.	Only feature professional players in your storytelling.
Use data to teach and prove, not to intimidate—make the DNCG report an educational tool.	Publish raw data without narrative context that explains why it matters to communities.
Express national pride with inclusive, forward-looking optimism.	Slip into exclusionary or nostalgic nationalism that ignores modern France’s

Personality DO	Personality DON'T
	diversity.
Be personal: acknowledge individual contributions with direct, warm communication.	Communicate only through institutional press releases or mass emails.

Our Voice: How Our Character Speaks



Tone of Voice is the audible expression of Personality, making the brand's character recognizable across every channel.

Core Tone: The Authoritative Mentor

Les Bleus speak with the quiet confidence of a proven champion who knows the weight of the tricolor. The voice is formal yet warm, precise yet passionate — like a coach who demands excellence while believing in every player's potential. We teach, we unite, we inspire. We never shout; we make people lean in.

Language Principles

1. Active Verbs, Not Passive Descriptions

- Do: "We forge champions. We build community. We defend the values of the Republic."
- Don't: "Champions are developed by our system. Community is built through our programs."

2. Concrete Over Abstract

- Do: "From Clairefontaine to the Stade de France, every pass carries the weight of our history."
- Don't: "Our legacy is about excellence and tradition."

3. Collective First

- Do: "Our 400,000 volunteers make French football the world's most vibrant."
- Don't: "The federation manages 400,000 volunteers."

4. Precision with Purpose

- Do: "Two World Cups. Two European Championships. One nation, united in blue."
- Don't: "We have won many trophies and make people proud."

Do's and Don'ts

Do	Don't
Use short, declarative sentences. "We win together."	Use long, convoluted clauses. "The federation's strategic objectives, which include..."
Employ metaphors of construction and journey. "Building a legacy."	Use clichés. "Thinking outside the box."
Address the audience as "you" to create	Address the audience as "stakeholders" or

Do	Don't
intimacy.	"consumers."
Celebrate achievements with controlled enthusiasm. "A victory for all of France."	Use hyperbole. "The greatest team in the history of the universe."
Acknowledge challenges with resolve. "We have work to do. We are ready."	Use defensive or apologetic language. "We regret that..."

Emotional Register

Primary: Earnest, Respectful, United

Secondary: Authoritative, Passionate, Inclusive

Avoid: Cynical, Arrogant, Impersonal

Channel-Specific Adaptations

- Match Day / Social Media (X, Instagram): Shorter, more energetic. Use emojis sparingly (the flag, the rooster). Focus on live moments and fan reactions. Example: "90 minutes. 11 heroes. 67 million hearts. Allez les Bleus! 🇫🇷 🐓 "
- Official Website / Press Releases: More formal and structured. Use data and quotes. Maintain the pedagogical tone. Example: "The FFF reaffirms its commitment to the P.R.E.T.S. framework, with 1,200 clubs now enrolled in the Programme Éducatif Fédéral."
- Internal / Volunteer Communications: Warm and mentoring. Use "we" and "our." Acknowledge effort. Example: "Thank you for being the backbone of French football. Your dedication makes our mission possible."
- Youth / Grassroots Content: Inspirational and educational. Use storytelling. Example: "At Clairefontaine, we don't just train players. We train citizens. Here's how."

Vocabulary Guide

Use: forge, build, unite, defend, teach, inspire, legacy, duty, honor, family, nation, values, future, together, pride, respect, solidarity.

Avoid: leverage, optimize, stakeholder, deliverable, brand, consumer, product, monetize, disrupt.

Sentence Structure

Prefer short to medium sentences (15-25 words). Use parallelism for emphasis: "We teach respect. We demand integrity. We build champions." Avoid subordinate clauses that delay the main point.

This voice makes the Civic Mentor personality tangible. It ensures that a referee's on-pitch explanation or a social media post all feel like they come from the same trusted teacher. For instance, when launching a new P.R.E.T.S. module, the campaign should lead with a video of a volunteer coach saying, "I used this to teach respect. Now my players hold each other accountable," not a corporate announcement.

Voice DO	Voice DON'T
On social media, celebrate a goal with: "A finish of pure gold. A nation stands as one."	Shout with: "GOAT! UNREAL! BEST EVER!"
In a press release, announce funding for amateur clubs: "We invest in the classrooms of citizenship."	Say: "The federation is allocating €X to optimize grassroots resource distribution."
In a volunteer newsletter, write: "You are the steady hands that shape France's future. Thank you for another week of lessons in solidarity."	Write: "All volunteers are hereby required to complete the quarterly compliance module by Friday."
When addressing a controversy: "We learn, we adjust, and we move forward with	Defend with: "The federation has conducted a thorough review and finds no

Voice DO

Voice DON'T

clarity.”

procedural irregularities.”

Our Creed: Core Values



Core Values are the non-negotiable principles that guide every decision when the playbook runs out. They are the bedrock of organizational integrity.

- Civic Education: We believe football is a classroom for citizenship. Every coach is a civic educator, every training session should embed the P.R.E.T.S. principles: Passion, Respect, Engagement, Tolerance, Solidarity. Our Programme Éducatif Fédéral turns abstract values into daily behaviors. When making decisions, we ask: Does this action teach something beyond the sport?
- Social Laboratory: We treat social challenges as design problems. Through the Fondation du Football, we pilot innovative programs with local clubs, measure impact



rigorously, and scale what works. We are not satisfied with good intentions; we demand evidence and scalability. Decision filter: Does this initiative have a measurable social outcome and a plan to generalize it?

- **Dual Loyalty:** We refuse to choose between elite excellence and grassroots solidarity. Our commitment to Les Bleus and Clairefontaine is matched by our investment in amateur clubs and volunteer networks. Success means World Cups won and community bonds strengthened. Decision filter: Does this decision serve both the national team and the local club?
- **Transparency by Design:** We govern in the open. Financial audits from the DNCG, social impact reports like the Panorama Sociétal, and ethical compliance channels are not afterthoughts—they are built into how we operate. We believe trust is earned through visibility. Decision filter: Can we publicly defend this decision with data and rationale?

These values must be embedded into the talent lifecycle. In hiring, ask candidates how they have applied a ‘social laboratory’ mindset in their previous work, or ask them to role-play a ‘dual loyalty’ decision. Performance reviews for all staff should include a section evaluating how their work advanced Civic Education or Transparency by Design. This turns values from words on a wall into a living governance mechanism, attracting and retaining those who share the brand’s moral commitment.

Our Rallying Cry: Elevator Pitch



The Elevator Pitch distills the brand into one compelling invitation that any team member can deliver in under a minute—a crisp, portable version of the vision.

Les Bleus unite French fans worldwide through a legacy of World Cup triumphs and a pioneering civic mission. We transform football into a platform for national pride and social cohesion, teaching values from youth clubs to the Stade de France. Experience the game that builds a stronger France.

Adapt this across functions. For sales and partnerships, add a concrete hook: “Our Fondation du Football provides transparent, measurable social impact data that your brand can co-own—let’s discuss how we can build a community program together.” For hiring, emphasize

personal purpose: “When you join us, you’re not just working in football; you’re a civic educator for 67 million people. Here’s how our P.R.E.T.S. team operates.” For investor relations, frame the business case: “Our dual-loyalty model ensures long-term stakeholder value by keeping the grassroots pipeline robust while protecting the elite product’s cultural relevance. This reduces churn risk and deepens our licensing appeal.” The pitch is a platform, not a script; the core identity must remain intact while the application adapts.

Activation & Governance: Signature Brand Plays



A brand is not what it says; it's what it does. The following signature plays are unique, on-brand actions that only France could execute, each designed to express personality, deliver on the mission, and provide real audience value.

Play Title: The Blue Thread Fellowship

The Concept: A year-long, funded sabbatical program that selects ten volunteer coaches from disadvantaged communities and embeds them within the INF Clairefontaine academy and Les Bleus training camps. These 'Fellows' co-design new P.R.E.T.S. modules with academy staff, study the lab-to-scale methodology, and then return to their home regions with a grant and a mandate to pilot a local social innovation. The journey is documented in a high-

production digital series ('The Classroom of Blue') that follows their growth and the local projects' impact.

Strategic Rationale: This directly embodies the Civic Mentor personality and Dual Loyalty value, bridging elite and grassroots while creating a powerful, shareable proof of the social laboratory in action, attracting global media and purpose-driven sponsors.

Play Title: The Saturday Match Charter

The Concept: A digital platform extension that allows any amateur club to host a 'Saturday Match'—a community day where the standard fixture is preceded or followed by a P.R.E.T.S. activity (e.g., a post-match town hall on tolerance, a pre-match eco-cleanup). Clubs log their activities, earning points toward official FFF recognition (a 'Civic Club' badge). The most innovative clubs are visited by a Les Bleus legend, generating content for the federation's channels and giving Pierre's passion a direct grassroots outlet.

Strategic Rationale: This operationalizes the Mission for Camille and empowers Amina with fresh, authentic stories, while providing Pierre with a tangible way to 'steward' his club. It scales civic education virally and provides a data stream for social impact reporting.

Play Title: The Tricolor Transparency Portal

The Concept: An interactive public dashboard that goes beyond DFB-style membership stats. It visualizes, in near-real time, the social KPIs from the Fondation's pilot clubs, the progress of P.R.E.T.S. curriculum adoption across 14,000 clubs, and the anonymized impact of ethical whistleblowing channels. Journalists like Amina are given an API to mine data for independent stories. The portal includes a 'Promise Tracker' that publicly marks progress toward the 2036 Vision goals.

Strategic Rationale: This weaponizes the Transparency by Design value as a competitive weapon, directly outfranching the DFB's utilitarian data approach. It builds unassailable trust, provides a unique source for media partners, and makes the brand's commitment to evidence-based purpose undeniable.

Activation & Governance: Leveraging the Brand as a Business Asset



A brand is a powerful economic engine, not a creative exercise. This blueprint directly enables the following business outcomes for France.

Financial Growth: A clear, purpose-driven brand commands premium sponsorship and media rights. Sponsors like insurance giants, telcos, or retail chains seeking ESG narratives will pay more to associate with a verifiable social impact engine. The export of the lab-to-scale consultancy model will create a new diversified revenue line, reducing dependence on volatile performance-related income.

Building Trust: When the brand consistently acts as Civic Mentor—transparent, pedagogical,

principled—it builds deep public trust. This trust lubricates every transaction: from fans accepting ticket price increases to government and municipal partners offering favorable policy for infrastructure projects, to volunteers donating their time more willingly.

Competitive Advantage: The DFB and RFEF may have competence and pride, but no competitor has matched the FFF’s integrated pedagogical and social innovation depth. This creates a unique selling proposition that is difficult and slow to replicate, providing a long-term moat in attracting international attention, bidding for tournaments, and retaining talent.

Talent Attraction: Top performers—whether administrative staff, coaches, or even players—increasingly seek organizations with a soul. The FFF’s mission to use football as a public utility will attract and retain mission-driven professionals, reducing costly turnover and enhancing performance through intrinsic motivation.

Operational Discipline: The Core Values (with their decision filters) and the Mission Statement force clarity in resource allocation. When every new initiative must ask “does this teach beyond the sport?” or “can we defend this with data?”, wasteful projects and vanity metrics are pruned. This focus reduces operational bloat and sharpens the federation’s impact per euro spent, leading to better margins and more efficient goal attainment.

Activation & Governance: The Brand Decision Filter



This tool empowers every team member to be a brand guardian. Before any action—launching a program, publishing a tweet, signing a deal—ask the following:

1. **Does this teach something beyond the sport?** (Validates against Civic Education.)
2. **Can we measure and scale the social impact of this?** (Validates against Social Laboratory.)
3. **Does this serve both the elite and the grassroots?** (Validates against Dual Loyalty.)
4. **Can we publicly defend this decision with data and rationale tomorrow morning?** (Validates against Transparency by Design.)

Use this filter not as a bureaucratic stoplight but as a strategic compass. In practice, it should be the first slide of every project pitch deck, the final check in a content review workflow, and a standing agenda item in partnership discussions. When a proposed initiative fails to get a clear 'yes' on even one of these, pause and either rework it or reject it. This ensures that the brand's purpose remains ruthlessly consistent and commercially disciplined.

Visual Identity

Overall Visual Mood



Poised, Authoritative, Celebratory

Visual Concept Statement

The visual identity of Voyages FFF is a study in **controlled energy**. It anchors the unbridled passion of football in the steadfast authority of the French Football Federation, creating a system where precision liberates emotion. The deep **Blue de France** and radiant **gold** signal institutional trust and triumph, while bold **Montserrat** headlines and warm **Merriweather** body copy provide a rhythmic hierarchy that is both commanding and inviting.

This is a design language that speaks without shouting. Generous whitespace and a structured grid act as a calming frame, allowing high-energy imagery of diverse, jubilant fans and players to take center stage. Every element—from the tactile embroidery textures to the archival illustration style—reinforces a brand that is not just a travel service, but a **guardian of national memory**, turning every booking into a promise of shared, unforgettable moments.

Brand Logos



Color Palettes

Light Theme

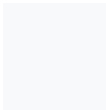


Primary
#002654

Secondary
#FFFFFF



Accent
#D4AF37

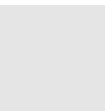


Background
#F8F9FA



Foreground
#002654

Dark Theme



Primary	Secondary	Accent	Background	Foreground
#0055A4	#E5E5E5	#F2C94C	#001A3D	#FFFFFF

Do's

- Use primary blue (#002654 or #0055A4) as the dominant brand color across all layouts to anchor trust.
- Apply accent gold (#d4af37 or #f2c94c) sparingly for CTAs, key highlights, or premium badges—less than 10% of the color surface.
- Maintain high contrast between foreground text and background; ensure a minimum WCAG AA contrast ratio of 4.5:1.
- Use the light background (#f8f9fa) for informational cards and dark background (#001a3d) for immersive, full-bleed sections in dark mode.
- Pair secondary (#ffffff or #e5e5e5) with ample whitespace to project cleanliness and clarity.
- In print, use a metallic gold foil for the accent to elevate tactile luxury.
- Apply a 10% opacity tint of primary blue as a subtle section background in light mode for depth.

Don'ts

- Never use a generic yellow or orange in place of the specific accent gold; it dilutes the premium, celebratory feeling.
- Avoid applying low-opacity overlays of the primary blue that reduce legibility of white text.
- Do not tint the background (#f8f9fa) with any other hue; keep it pure to maintain a fresh, airy feel.
- Never use dark theme colors on a light theme interface, or vice versa; stick to the defined pairings per mode.
- Avoid using red, green, or other colors that compete with the primary blue's authority unless conveying specific data alerts.
- Do not place accent gold text on a white background without a shadow or outline for accessibility.
- Refrain from using gradients that mix the primary and accent colors together; solid fields are more impactful.

Typography

Strategic Rationale

Typography is the silent voice of a brand. For Voyages FFF, the pairing of **Montserrat** and **Merriweather** was chosen to embody the duality at the brand's core: the authoritative, modern confidence of the FFF and the warm, human connection to a diverse fan community. Montserrat's **geometric, bold structure** reflects the Hero and Ruler archetypes, projecting strength, clarity, and institutional trust—essential for an official travel platform. Merriweather's **humanist, literary warmth** softens the experience, inviting readers into a narrative of shared adventure. Together, they create a typographic hierarchy that is both commanding and approachable, mirroring the brand's promise of seamless competence and emotional amplification.

The Blueprint

- **Primary Typeface: Montserrat** – Used for all headlines, navigation, and calls to action. Its uniform strokes, high x-height, and open bowls give it a **modern, accessible** feel while maintaining authority. The typeface's geometric precision aligns with the structured grid system, reinforcing order.
- **Secondary Typeface: Merriweather** – Applied to body copy, long-form text, and descriptive content. Its **elegant serifs** and generous letter spacing ensure legibility at small sizes, while its warm, slightly condensed proportion fosters an inviting reading rhythm. This typeface channels the Sage and Everyman personalities, making official communications feel personal and attentive.

Activation Guidance

- **Website hero banners:** Headlines in Montserrat Bold, 48px–72px, with tracking at -0.5px. Subheads in Montserrat Regular, 20px–24px.
- **Long-form editorial (e.g., 'Casa Bleue' guides):** Body copy in Merriweather Regular, 16px / 1.6 line-height, with max-width 65ch for optimal reading.
- **Printed brochures:** Section titles in Montserrat Bold, 28pt; descriptive text in Merriweather Italic, 11pt, to add a literary accent.
- **Digital UI components:** Buttons and navigation use Montserrat Medium, 14px–16px. Never use Merriweather below 12px to preserve legibility.

- **Contrast hierarchy:** In dark mode, use Merriweather Light (300) for body text to reduce glare, paired with Montserrat Bold in the accent color for high-emphasis links.

Font Samples

Primary Font: Montserrat

The quick brown fox jumps over the lazy dog

Secondary Font: Merriweather

The quick brown fox jumps over the lazy dog

Do's

- Use Montserrat Bold for all headings and CTAs to project confidence and immediate recognition.
- Set body copy in Merriweather Regular with a minimum size of 16px on web and 11pt in print for optimal readability.
- Employ a modular scale: Headlines at 1.5x baseline, subheads at 1x, body at 1x to create clear typographic hierarchy.
- When mixing the two typefaces, pair Montserrat Bold with Merriweather Italic for captions to create a refined, dynamic contrast.
- Use character spacing (tracking) of +5 for Montserrat headlines above 48px to enhance breathability.
- Always left-align body text longer than three lines; centered alignment reserved for short

Don'ts

- Never use Montserrat for body copy; its geometric structure reduces readability in long passages.
- Do not set headlines in Merriweather; it lacks the bold, authoritative presence needed for impact.
- Avoid using all-caps in Merriweather; it compresses its humanist warmth and legibility.
- Never introduce a third font family; the Montserrat-Merriweather pairing is sacrosanct for brand consistency.
- Refrain from applying heavy letter-spacing (tracking) to Merriweather; its natural rhythm supports smooth reading.
- Do not use Merriweather below 12px in digital applications, as serifs may blur on low-res screens.

hero headlines.

- In dark mode, use Merriweather Light (300) for body text to reduce eye strain against dark backgrounds.
- Avoid justified text alignment; it creates uneven spacing that contradicts the brand's clean aesthetic.

Imagery Guidelines



Strategic Rationale

Imagery is where the brand's emotional promise becomes visceral. The photography and illustration style for Voyages FFF must capture the **poised euphoria** of supporting Les Bleus—a celebration that is both explosive and dignified. This dual mandate requires imagery that balances raw, candid moments of fan and player emotion with the composed, heroic framing

befitting a national institution. The visual narrative must also actively **embody inclusivity**, showing the ‘Black-Blanc-Beur’ France united under the tricolor. By drawing on archival and documentary illustration styles, the brand roots its contemporary energy in a deep sense of history and legacy.

The Blueprint

- **Subject Matter:** Focus on **collective celebration**—groups of diverse fans embracing, arms around shoulders, faces painted in blue, white, and red. Player imagery should capture moments of artistry and resilience: a precise pass, a determined gaze, a shared huddle. Avoid isolation; every image should reinforce community. Include details like embroidered crests, jersey fabric, and official iconography to ground the emotion in tangible brand assets.
- **Composition:** Use **tight, immersive framing** on faces and body language to convey intimacy. Wide shots should emphasize scale and spectacle: a sea of fans at the Stade de France, the elliptical sweep of the stadium. Adhere to the rule of thirds to create dynamic tension, but include structured, symmetrical shots for institutional gravitas (e.g., team line-ups, official portraits).
- **Lighting:** Prefer **natural, atmospheric light**—the golden hour on a stadium, the dramatic contrast of floodlights cutting through dusk. High-key lighting for joyful celebrations; low-key, directional light for serious, resilient moments.
- **Color Grading:** Enhance **warm golds and deep blues** to align with the palette. Boost contrast moderately to make images pop without appearing overly processed. For black and white archival material, maintain true blacks and a subtle warm tint to evoke heritage.

Activation Guidance

- For social media ‘countdown’ posts, use a tight crop on a player’s focused expression during a match, with the Montserrat numeral for days remaining.
- In email campaigns, feature a hero image of fans roaring in unison, with the **accent gold** used as a subtle color overlay for CTAs.
- For the website booking hub, pair a documentary-style historic photo (e.g., 1998 World Cup

lift) with a contemporary parallel to show legacy.

- On print collateral for Business Club, use a full-bleed shot of the pitch from a low angle, emphasizing texture and scale, with minimal graphic overlay.
- Ensure all people depicted reflect the diversity of French society; never rely on a single demographic representation.

Do's

- Capture candid, emotional moments of fans and players interacting—tears of joy, group embraces, collective chants.
- Showcase diversity across age, ethnicity, and ability in every series of images to reflect the unifying brand values.
- Use natural light and dramatic stadium illumination to create depth and a sense of event.
- Incorporate macro shots of fabric textures, rooster crest embroidery, and ticket details as visual punctuation.
- For illustrations, use only archival French football imagery (historic match posters, vintage player portraits) or official FFF iconography.
- Apply a consistent, subtle warm filter in post-processing to unify the collection under the brand's blue-and-gold warmth.
- Compose shots with negative space for overlay of headlines or score graphics in digital contexts.

Don'ts

- Avoid staged, stock-photography poses; every image must feel authentic and in-the-moment.
- Never use imagery that could be perceived as exclusionary or that focuses on a single ethnicity, age group, or gender.
- Do not use washed-out, desaturated, or overly cool color grades; keep emotional warmth intact.
- Avoid over-reliance on wide-angle stadium shots without human subjects; people are the heart of the brand.
- Do not employ generic clip-art or non-official illustrations; the documentary style must be maintained.
- Refrain from using black-and-white imagery without a specific historical purpose; full color conveys energy and modernity.
- Never crop into players' faces so tightly that context is lost; balance intimacy with recognizability.

Strategic Rationale

Layout is the invisible architecture of trust. For an official travel platform aggregating tickets, logistics, and merchandise, the composition must **reduce cognitive load**—letting users navigate complex options with calm clarity. The layout principles derive from the brand’s poised, respectful personality: a structured, grid-based system conveys reliability, while generous negative space signals premium quality and emotional breathing room. Every visual element is placed with intentionality, ensuring that the excitement of the imagery never overwhelms the functional core of the service.

The Blueprint

- **Grid System:** A **12-column modular grid** governs all digital and print layouts. Key elements align to columns, but asymmetry is introduced through image offsets and text placement to create a dynamic, modern feel. Gutters are consistent (24px on desktop) to maintain order. For mobile, the grid collapses to 4-columns with proportional spacing.
- **Whitespace Philosophy:** Treat whitespace as an **active design element** that isolates and elevates content. Headlines, logos, and CTAs are surrounded by generous padding to draw focus. Background areas utilize light tints of the primary blue (10% opacity) only as subtle section dividers, never as text backgrounds. This approach creates a serene, high-end atmosphere that contrasts with the dense clutter of unofficial reseller sites.
- **Compositional Approach:** Anchor hero images to the top-left grid intersection for a reading gravity that guides the eye. Group related information (e.g., trip details, pricing, sustainability badges) in clearly defined cards with soft shadows. Use the **elliptical shape language** of stadium architecture as a recurring decorative motif—in buttons, image masks, or section separators—to subconsciously reinforce the football context.

Activation Guidance

- On the homepage, use a split-screen layout: left side, a full-height celebratory photo; right side, clean text and CTAs on a white background, with a 40-60% ratio.
- For booking flow steps, implement a numbered stepper aligned to the grid’s left edge, with each step revealed progressively to avoid overload.

- In the 'Casa Bleue' info page, alternate between full-width image blocks and narrow text columns (max 600px) to create a rhythmic, editorial cadence.
- For brochures, use a 2-column grid with the outer column dedicated to pull quotes in Montserrat Bold and the inner column for body text in Merriweather.
- Never rotate text or break the grid for purely decorative reasons; any variation must serve a functional purpose like directing navigation.

Do's

- Adhere to the 12-column grid for all desktop layouts; use 4-column for mobile with consistent gutters.
- Maintain generous padding around text blocks; a minimum of 40px on each side for content cards.
- Use asymmetry intentionally to create visual interest while keeping the overall structure anchored to the grid.
- Group related information (trip details, prices, benefits) into visually distinct, rounded-corner cards to improve scanability.
- Incorporate the elliptical shape of stadium architecture as a subtle repeated motif in buttons or image masks.
- Employ a visual hierarchy where the largest element is the hero image, followed by the headline, then CTAs.
- Align all content to the grid's left edge; a consistent vertical line creates a calm, organized reading flow.

Don'ts

- Never clutter the page with excessive elements; less is more—if in doubt, remove an item rather than add.
- Do not center all content; centered layouts can feel static and less authoritative than justified-left compositions.
- Avoid breaking the grid for purely decorative reasons; any off-grid element must serve a clear navigational or emphasis purpose.
- Refrain from using thin, light borders or low-contrast separators; rely on whitespace to distinguish sections.
- Do not rotate text or images arbitrarily; keep orientations horizontal for readability and stability.
- Never use full-justification for body text; it creates uneven word spacing that reduces legibility.
- Avoid placing critical information like booking deadlines in low-contrast or small font sizes.

Visual Identity Justification

The visual identity of Voyages FFF orchestrates **poised authority** and **celebratory emotion** into a single, unmistakable system. The deep **Blue de France** (#002654) and radiant **gold accent** (#D4AF37) instantly signal institutional trust and national pride, while the light, airy background (#F8F9FA) provides a canvas of calm. Typographically, the bold geometry of **Montserrat** headlines commands with the confidence of a sovereign, while the humanist warmth of **Merriweather** body copy invites every fan into a shared story—a perfect reflection of the brand’s dual voice. Imagery fuses high-impact, candid celebrations with documentary gravitas, ensuring that every visual champions diversity and unity. Layouts adhere to a strict grid and generous negative space, transforming complex logistics into an intuitive, serene experience. Together, these elements create a visual language where structure liberates passion. **It is the invisible hand that makes visible joy possible.**



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