Designing Brand Identity

sixth edition

Alina Wheeler
Rob Meyerson

a comprehensive guide to
the world of brands and branding

WILEY

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Face ID

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Contents

Designing Brand Identity
is a quick reference guide.
All subject matter is organized
by spread for ease of access.

Part 1 presents the fundamental concepts needed to kick-start the branding process and creates a shared vocabulary for the entire team.

How to use this book

Use it as a guide for your brand initiative.

Refresh what you already know.

Learn something new.

Educate your client.

Educate your staff.

Educate your students.

Build a better brand.

Keep the process on track.

Establish shared vocabulary.

Set benchmarks.

Ground yourself in the fundamentals.

Write a better proposal.

Write a better strategy.

Be inspired by a case study.

Bust through silos.

Get suits and creatives communicating.

Quote an expert or an avatar.

Sticky note your favorite spreads.

Use the diagrams in a presentation.

Get outside your comfort zone.

Recharge your batteries.

Explain your job to your family.

Give it as a birthday present.

Use it to beautify your coffee table.

Process

Part 2 presents a universal process regardless of the project's scope and nature. This section answers the question "Why does it take so long?"

Best Practices

Part 3 showcases best practices. Local and global, public and private, these projects inspire and exemplify original, flexible, lasting solutions.

In memory of Alina Wheeler (1948–2023)

With the 2003 publication of her groundbreaking book, *Designing Brand Identity,* Alina Wheeler demystified branding. Over the next 20 years and five new editions—including this one—her perennial best seller has kept us attuned to shifts in culture, technology, and best practices. Alina's profound, worldwide impact on the branding and design community extends far beyond her written works—she regularly consulted, served on boards, spoke, taught, and mentored. While Alina's books have illuminated branding for countless students and professionals, those who knew her will remember her warmth, wisdom, and wit. To every project, every relationship, every conversation, Alina brought a touch of magic. Our global community has lost a guiding light.

Ever the strategist, Alina devised a plan for the future of *Designing Brand Identity.* Her handpicked coauthor and team, along with collaborators around the world, now have the honor and privilege of carrying her work forward to inform and inspire future generations.

I AM YOUR BIGGEST FAN.
♡ ALINA

A. Aiden Morrison
Adam Brodsley
Adam Waugh
Adrian Zecha
Alain Sainson Frank
Alan Becker
Alan Jacobson
Alan Siegel
Albert Cassorla
Alex Center
Alex Clark
Alex Foss
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Dana Chisnell
Dana Reginiano
Dani Pumilia
Daniel Alonso

Danielle Horanieh
Danny Altman
Darcy Muñoz
Darren Horwitz
Darren Lutz
Dava Guthmiller
Dave Luck, Mac Daddy
Dave Weinberger
David Aaker
David Airey
David Becker
David Bowie
David Erwin
David Ferrucci
David Kendall
David Korchin
David Milch
David Rose
David Roth
David Turner
Davis Masten
Dayne Tanner
Dayton Henderson
Dean Crutchfield
Debbie Millman
Deborah Perloe
Deepak Kanda
Delphine Hirasuna
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Denise Sabet
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Dennis Thomas
Deroy Peraza
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DK Holland
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Dominic Mason
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Donna MacFarland
Dustin Britt
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Ed Williamson
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Georgina Levey
Gerry Stankus
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Ian Stephens
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Jen Knecht
Jenie De'Ath
Jenn Bacon
Jenni Romaniuk
Jennifer Francis
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Lory Sutton
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Luis Bravo

Lyam Bewry
Lynn Beebe
Maggie Giles
Malcolm Grear
Marc Mikulich
Marco A. Rezende
Marcus Byrne
Margaret Anderson
Margaret Cummins
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Maria D'Errico
Maribel Nix
Marie Morrison
Marie Taylor
Marilee Scott
Marilyn Sifford
Marius Ursache
Marjorie Guthrie
Marc Goldberg
Mark Guthridge
Mark Lomeli
Mark McCallum
Mark Pollard
Mark Ritson
Mark Selikson
Mark Wills
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Martha Witte
Marty Neumeier
Mary Sauers
Mary Storm-Baranyai
Matt Coffman
Matt MacInnis
Matt Petersen
Matt Salia
Matthew Bartholomew
Max Ottignon
Max Ritz
May Aboubakr
Mayor Mike Maguire
Megan Stanger
Megan Stephens
Mehmet Fidanboylu
Melinda Lawson
Melissa Hendricks
Melissa Lapid
Melissa Lowry
Meredith Nierman
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Michael Bierut
Michael Cronan
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Noah Syken
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Ogul Girgin
Oliver Maltby
Onur Gökalp
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Pamela Thompson
Parag Murudkar
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Pau Bartoli
Paul Bailey
Paul Pierson
Peggy Calabrese
Per Mollerup
Perry Gattegno
Pete Colhoun
Peter Emery
Peter Wise
Phil Gatto
Philip Dubrow
Philippe Fouchard-Filippi
Q Cassetti
Quest sisters
R. Jacobs-Meadway
Rafi Spero
Randy Mintz-Presant
Randy Yau
Ranjith Kumaran
Reagan Mackrill
Remi Dixon
riCardo Crespo
Ricardo Salvador
Rich Rickaby
Richard C. Breon
Richard Cress
Richard de Villiers
Richard Felton
Richard Kauffman
Richard Saul Wurman
Richard Stanley
Richard The
Rick Bacher
Rob Duncan
Rob Goodman
Rob Wallace
Robbie de Villiers
Robbin Phillips
Rodney Abbot
Rodrigo Bastida
Rodrigo Galindo
Roger Whitehouse
Ronnie Lipton
Rose Linke
Rosemary Ellis
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Roy Pessis
Russ Napolitano
Ruth Abrahams
Ryan Dickerson
Sagi Haviv
Sally Hudson
Sam Lee
Samantha Goldworm
Samantha Pede
Sandra Donohoe
Sandy Miller
Santa Claus

Sara Rad
Sarah Bond
Sarah Brinkman
Sarah Robb
Sarah Swaine
Sarah Thomson
Scot Herbst
Sean Adams
Sean Greenwood
Sean Haggerty
Sera Vulaono
Shantini Munthree
Sharon Sulecki
Simon Manchipp
Simon Waldron
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Siquan Ren
Sol Sender
Spencer Hansen
Spike Jones
Sruthi Sadhujan
Stefan Liute
Steff Geissbuhler
Stella Gassaway
Stephen A. Roell
Stephen Doyle
Stephen Sapka
Stephen Sumner
Steve Frykholm
Steve Perry
Steve Sandstrom
Steve Storti
Steve Tolleson
Steven Bram
Steven Morris
Sunny Bonnell
Sunny Hong
Susan Avarde
Susan Bird
Susan Schuman
Susan Westerfer
Suzanne Cammarota
Suzanne Gaunt
Suzanne Tavani
Sven Seger
Tania Pombo
Tarley Jordan
Ted Sann
Terrence Murray
Terry Yoo
Theresa Fitzgerald
Thomas Holst Sørensen
Thor Lauterbach
Tim Lapetino
Tim O'Mara
TJ Scimone
Tom Birk
Tom Crabtree
Tom Geismar
Tom Nozawa
Tom Vanderbauwhede
Tom Watson
Tosh Hall
Tracy Stearns
Travis Barteaux
Trevor Wade
Tricia Davidson
Trish Thompson
Valerie Ramadhan
Vicky Nguyen
Victor Newman
Victoria Jones
Vince Voron
Virginia Miller
Vladimir Djurovic
Wandy Cavalheiro
Wesley Chung
Will Burke
Woody Pirtle
Yves Behar
Zayn Khan

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Q&A with Alina and Rob

The first five editions of *Designing Brand Identity* had a single author: Alina Wheeler. For the sixth edition, Alina asked Rob Meyerson, brand consultant and author, to join her as both a coauthor and a steward of the book going forward. To shed light on the thinking behind this change, their collaboration, and the book's future, each coauthor answered three questions.

Alina Wheeler

What are your biggest takeaways from twenty years of writing *Designing Brand Identity*?

Since the first edition, we've put supercomputers in our pockets, fallen in and out of love with social media, weathered a pandemic, and witnessed massive change in the climate and global politics. At the same time, branding has changed immeasurably. Now, major rebrands are mainstream news. People use (and misuse) phrases like "on brand" in daily conversation. Brand expression is omnipresent across all digital platforms, content marketing is a cost of entry, and armies of algorithms track our every move. We continue to see a dramatic increase in best practices across organizations big and small, B2C and B2B, driven by new generations of agile leaders. And companies are rebranding more often—identities that would have once lasted 20 years are now revised after just five.

Writing *Designing Brand Identity* has reminded me how much courage it takes to effect change. And that no one does it alone. Through this book, I've aspired to capture the strategic intelligence and boundless creativity of our colleagues around the world. We are infinitely grateful to all who have shared their time, stories, wisdom, and insights as they build the brands of the future.

Why a sixth edition? Why now?

When I began writing *Designing Brand Identity* in the early 2000s, there was no comparable book. It was the resource I needed in the heat of a new engagement—a book that would provide a shared vocabulary and process for management and the marketing team, supply a list of the major brand name changes in the last century, and remind me of the irrefutable fundamentals of branding. It was a way to keep me up to speed on the most current thinking on user experience, approaches to decision making, and global best practices.

Since then, hundreds of smart, new branding books have come out. But *Designing Brand Identity* remains the most comprehensive resource available. Over 20 years, five editions, and eleven languages, it's been a living document in which I've continuously collected and updated best practices, processes, and trends. The sixth edition is the strongest one yet. As long as branding exists, *Designing Brand Identity* will always have new insights to share.

As long as branding exists, this book will always have new insights to share.

How (and why) did you select a coauthor?

After 20 years, it's time for a new generation of brand thinkers to take the lead. Two things have allowed me to be effective writing this book: being "in the game"—working with clients, attending conferences, networking with peers—and committing to creating the best book I could. So, when I began the daunting search for a coauthor, those were my top priorities. Who's in the game? Who will truly commit to helping me create the best possible version of *Designing Brand Identity*?

Rob Meyerson has occupied every seat at the branding table, from start-ups to mature, multinational, public companies. He's led strategy teams at world-renowned brand consultancies and boutique agencies. He has lived and worked in Silicon Valley, Shanghai, and Southeast Asia; he understands the importance of cultural insights. As Global Head of Brand Architecture and Naming at HP, he hired and managed top-tier branding firms and was "in the room" helping to create a new, multi-billion-dollar brand—Hewlett Packard Enterprise. And as an independent consultant, he's demonstrated his commitment to understanding, improving, and educating the global branding community through his writing and podcast.

Rob Meyerson

What's changed in the sixth edition?

Our main goal was to ensure the book is not only up to date, but forward thinking in terms of how brands are built and maintained, trends impacting the world of brands and branding, and examples of amazing work. We've added detail and rigor to pages about brand strategy, brand architecture, and naming, as well as ideas that have more recently gained relevance in branding, such as AI, social justice, and evidence-based marketing. And we continued our efforts to feature a diverse cross-section of work in terms of geography, agency size, and types of client companies.

Just as important is what hasn't changed. We've preserved the three-part structure (Basics, Process, Best Practices), built on the comprehensiveness of previous editions, and factored in insights from dozens of industry experts. *Designing Brand Identity* is still organized as a reference book, with bite-sized pieces of useful information—a book for busy people undertaking the monumental challenge of building or overhauling a brand.

What did you learn working on this book?

Creating a new edition of *Designing Brand Identity* is a massive undertaking: Over 150 two-page spreads, each with its own set of challenges, examples to source, and experts to consult. It means capturing, distilling, and organizing the collective wisdom of an industry, then sharing it back in an easily digestible format. Doing so forced me to gain a deeper understanding of some topics and learn about others for the first time. Alina's assertion that "no one does it alone" is more than a statement of fact—it's a mindset.

Creating this edition meant capturing, distilling, and organizing the collective wisdom of an industry.
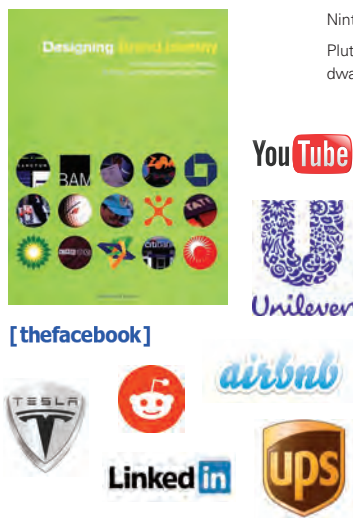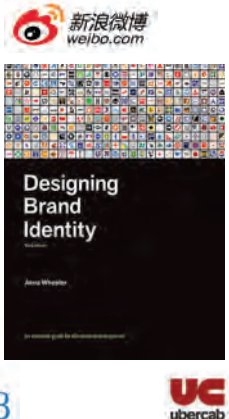
It's been an honor to work with Alina on this iconic book. Doing so gave me a front-row seat to the impact she's had on the lives and careers of so many people in our industry. Time and again, senior executives and acclaimed designers would jump at the opportunity to contribute to the new edition—not only because they relied on this book early in their careers (many of them did) but because of how giving Alina is with her time, attention, and expertise. I'm certainly not new to collaborating, networking, or community building, but working with Alina on this book has been a master class.

What does the future hold for *Designing Brand Identity*?

From our earliest conversations about this edition, Alina and I have been bouncing ideas off of each other: What if the book became an interactive experience? What if readers could access content from past editions—see old case studies and track changing trends? What if every case study had an associated audio or video component? We've talked about different formats, brand extensions, and co-branding opportunities. But, as experienced marketers, we know there's a more important question: What do you want to see from *Designing Brand Identity* in the future? Please get in touch with your thoughts and ideas, and sign up at dbibook.com/news to stay in the loop on future plans.

Over twenty years of *Designing Brand Identity*

A lot has changed in the decades since *Designing Brand Identity* was first published in 2003. Facebook launched and Apple introduced the iPhone. The solar system lost a planet, the Earth's temperature increased another 0.4° C, and the S&P 500 tripled. The world of brands and branding reflects these changes, responds to them, and, in some cases, helps usher them in. Over six editions, *Designing Brand Identity* has helped tell this story.

2000

British Petroleum rebrands to BP

Amazon rebrands

International Space Station opens

AOL purchases Time Warner

2003

Designing Brand Identity is published

Tesla is founded

UPS rebrands

2006

Designing Brand Identity 2nd edition is published

Twitter launches

Spotify launches

Google acquires YouTube

Nintendo Wii launches

Pluto is reclassified as a dwarf planet

2008

Financial crisis erupts (Lehman bankruptcy)

Walmart rebrands (with "Spark" logo)

Airbnb launches

2001

September 11 attacks

Enron goes bankrupt

Andersen Consulting becomes Accenture

Wikipedia launches

2002

Homeland Security Act

Geico Gecko is introduced

LinkedIn launches

SpaceX is founded

2004

Facebook is formed

Spirit and Opportunity land on Mars

Dove "Campaign for Real Beauty" launches

Unilever rebrands

2005

Reddit founded

Hurricane Katrina

Angela Merkel is elected

Amazon launches Amazon Prime

2007

iPhone is introduced

Amazon releases Kindle

Scientists announce the Arctic region is warming twice as fast as the rest of the planet

2009

Designing Brand Identity 3rd edition is published

Barack Obama becomes the first African American president of the United States

Old Spice launches "The Man Your Man Could Smell Like"

Uber is founded

Venmo is founded

Sina Weibo launches

2013

Designing Brand Identity 4th edition is published

Snowden reveals secrets

Adobe releases Creative Cloud

Slack launches

2014

Airbnb rebrands

PayPal rebrands

2015

The US Supreme Court recognizes a constitutional right to same-sex marriage

Google announces Alphabet

2018

Designing Brand Identity 5th edition is published

Dunkin' Donuts rebrands to Dunkin'

Uber rebrands

2019

Protests in Hong Kong

Mastercard rebrands

Volkswagen rebrands

2020

COVID-19 pandemic

Brexit becomes official

George Floyd is murdered by police

#BlackoutTuesday

2023

Massive earthquake hits Turkey and Syria

Coronation of King Charles III

Pepsi rebrands

Twitter rebrands to X

Johnson & Johnson updates logo after 137 years

2024

Designing Brand Identity 6th edition is published

2010

Instagram launches

Xiaomi launches

New York's School of Visual Arts launches master's in branding

Burj Khalifa, world's tallest building, opens
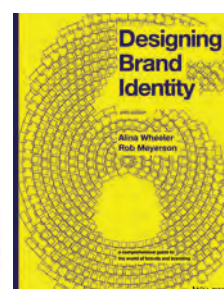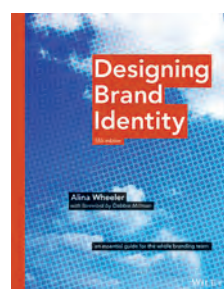
2011

Starbucks Coffee changes name to Starbucks

Snapchat launches

First full version of Minecraft is released

2012

eBay rebrands

Twitter rebrands

Higgs boson (aka the God particle) discovered

Microsoft rebrands

2016

Instagram rebrands

Kodak rebrands

Google's AI beats world Go champion

2017

Mozilla rebrands via open design process

Burberry rebrands

Chobani rebrands

TikTok launches

Women's March in Washington, D.C.

2021

Facebook, Inc. changes name to Meta

Burger King rebrands

Kia rebrands

2022

Roe v. Wade overturned

Russia invades Ukraine

NASA's Webb telescope produces deepest, sharpest image of universe to date

What's next?

New technology, new trends, new brands, and rebrands

Evolution, revolution, missteps, and miracles

Are you a newcomer? A comeback kid?

How will you brand the future?

Understand me.

Make a difference in my life.

Surprise me often.

Give me more than I paid for.

Show me you love me.

Alan Jacobson
Principal
Exit Design

1 Basics

Part 1 illuminates the difference between brand and brand identity, and what it takes to be the best. Don't bypass the fundamentals in the speed of a new project. Establish a shared vocabulary for the entire branding team.

As competition creates infinite choices, companies look for ways to connect emotionally with customers, create loyalty, and make themselves irreplaceable. A strong brand stands out in a densely crowded marketplace. People trust brands, identify with them, and believe in their superiority. How a brand is perceived affects its success—whether it's a start-up, a nonprofit, or a product.

Businesses are now only as strong as their brands, and nothing else offers business leaders so much potential leverage.

Jim Stengel
Grow: How Ideals Power Growth and Profit at the World's Greatest Companies

Who are you? Who needs to know? How will they find out? Why should they care?

Brands now appear regularly on balance sheets in many companies. The intangible value of the brand is often much greater than the corporation's tangible assets.

Wally Olins
The Brand Book

Three primary functions of a brand
David Haigh, CEO, Brand Finance

Navigation

Brands help consumers choose from a bewildering array of choices.

Reassurance

Brands communicate the intrinsic quality of the product or service and reassure customers that they have made the right choice.

Engagement

Brands use distinctive imagery, language, and associations to encourage customers to identify with the brand.

Dupont

A company and a brand

LEGO®

A product and a brand

Zelle

A service and a brand

Dupont: Lippincott

LEGO®: Interbrand
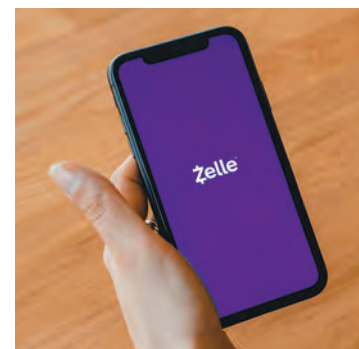
We define brand as the intersection of promise and perception.

Ken Pasternak
Chief Strategy Officer
Two by Four

Brand touchpoints diagram:

BUSINESS DOCUMENTS · INTERNAL COMMUNICATIONS · VOICEMAILS · VIDEO · SUPPORT · ADVERTISING · VEHICLES · TRADE SHOWS · SPEECHES · PRESENTATIONS · PODCASTS · EPHEMERA · CELEBRITY ENDORSEMENTS · STORE/OFFICE ENVIRONMENTS · UNIFORMS · BLOG POSTS · EMAIL MARKETING · SEARCH ENGINE MARKETING · WEBSITES · SOCIAL · SIGNAGE · PUBLICATIONS · PROPOSALS · PACKAGING · NEWSLETTERS · INVESTOR MATERIALS · EMPLOYEE MATERIALS · DIRECT MAIL · BILLBOARDS · APPS · EVENTS · SUPPORTED CAUSES · RECRUITMENT · TYPOGRAPHY · TAGLINE · STATIONERY · NAME · LOGO · COLOR PALETTE · LOYALTY PROGRAMS · SERVICES · SALES MATERIALS · PUBLIC RELATIONS · PRODUCTS

Brand

Girls Who Code

A nonprofit and a brand

Girls Who Code: Hyperakt

City of Vienna

A place and a brand

City of Vienna: Saffron

MrBeast

A person and (arguably) a brand

Feastables: Enlisted

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Branding Brand basics

Branding is a disciplined process used to build awareness, attract new customers, and extend customer loyalty. Positioning a brand to be irreplaceable requires a daily desire to be the best. To be successful, brand builders need to stick to the basics, stay calm on the roller coaster of relentless change, and seize every opportunity to be the brand of choice.

Branding is deliberate differentiation.

Debbie Millman
Chair + Cofounder
Master's Program in Branding
School of Visual Arts

We continue to invest in our core strengths. First, we don't skimp on understanding the consumer. Second is innovation . . . And third is branding . . . We're delivering more messages to our consumers.

AG Lafley
CEO, Procter & Gamble
Business Week

Emotional branding is a dynamic cocktail of anthropology, imagination, sensory experiences, and visionary approach to change.

Marc Gobé
Emotional Branding

Process

1: conducting research ········· 2: clarifying strategy ········· 3: designing identity ·········

When to start the process

New company, new product

I'm starting a new business. I need a business card and a website.

We've developed a new product and it needs a name and a logo yesterday.

We need to raise millions of dollars. The campaign needs to have its own identity.

We're going public in the fall.

We need to raise venture capital, even though we do not have our first customer.

Name change

Our name no longer fits who we are and the businesses we are in.

We need to change our name for legal reasons.

Our name has negative connotations in our new markets.

Our name misleads customers.

We merged.

We need a new name that works in China.

Revitalize a brand

We want to reposition and refresh the global brand.

We need to communicate more clearly about who we are.

We're going global—we need help to enter new markets.

No one knows who we are.

Our stock is devalued.

We want to appeal to a new and more affluent market.

Revitalize a brand identity

We are innovators. We look behind the times.

We want our customers to have a great mobile experience.

Our identity does not position us shoulder to shoulder with our competitors.

We have 80 divisions and inconsistent nomenclature.

I am embarrassed when I give out my business card.

Everyone in the world recognizes our icon, but admit it—he needs a facelift.

We love our symbol—it is known by our market. The problem is you cannot read our logotype.

Create an integrated system

We do not present a consistent face to our customers.

We need a new brand architecture to deal with acquisitions.

Our packaging is not distinctive. Our competitors look better than we do, and their sales are going up.

All of our marketing looks like it comes from different companies.

We need to look strong and communicate that we are one global company.

Every division does its own thing when marketing. This is inefficient, frustrating, and not cost-effective. Everyone is reinventing the wheel.

When companies merge

We want to send a clear message to our stakeholders that this is a merger of equals.

We want to communicate that $1 + 1 = 4$.

We want to build on the brand equity of the merging companies.

We need to send a strong signal to the world that we are the new industry leader.

We need a new name.

How do we evaluate our acquisition's brand and fold it into our brand architecture?

Two industry leaders are merging. How do we manage our new identity?

4: creating touchpoints

5: managing assets

Brand identity Brand basics

Brand identity is tangible and appeals to the senses. You can see it, touch it, hold it, hear it, watch it move. Brand identity fuels recognition, amplifies differentiation, and makes big ideas and meaning accessible.

Design differentiates and embodies the intangibles—emotion, context, and essence—that matter most to consumers.

Moira Cullen
Strategic Advisor, Design
Rethink Food

Amazon

First introduced in 2019, Mini Brands is a series of toys made by Zuru. Each set contains five branded miniatures, from Airheads candy to Zatarain's Jambalaya Mix.

AC Milan

Adventr
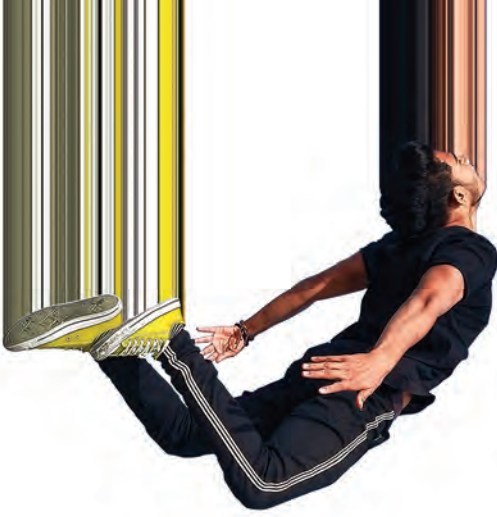
SAGA

Chobani

one spoon
for all.

seed
change
Chobani

Coca-Cola

FOLX
PrEP
TABLETS

FOLX

FOLX
ESTR
PATCHES

Instagram

BCG X

GSK

masterpass

World

5412 7556 7890 3456
12/29
LEE M CARDHOLDER

mastercard

✓

Payment Approved

Return

THIS
WAY

A
t

Piedmont Art Walk

Let's get ahead of
of cancer

Scan to find
out more

GSK

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Brand strategy Brand basics

Effective brand strategy articulates the ideas upon which a brand is built—ideas that unify and align identity, actions, and communications. The best strategies are clear, consistent, and customer-focused. When well executed, they help brands defeat or even prevent competition.

Brand strategy is a road map that guides marketing, makes the sales team's job easier, and provides clarity, context, and inspiration to employees. It should align with business strategy, reflect values and culture, and define the brand's target customers and positioning. A smart strategy reflects an in-depth understanding of the customer's needs and perceptions as well as the competitive landscape. The strategy must be customer-focused but should also resonate with other stakeholders: employees, the board, core suppliers, and other important partners.

Strategy is an informed opinion about how to win.

Mark Pollard
Author, *Strategy Is Your Words*

A brand strategy framework: the brand vision model
David Aaker

brand essence

core elements

extended elements

A succinct, central theme that captures what the brand aspires to do

A handful of the most compelling ideas the brand should stand for

Other ideas that add texture to the brand, such as personality
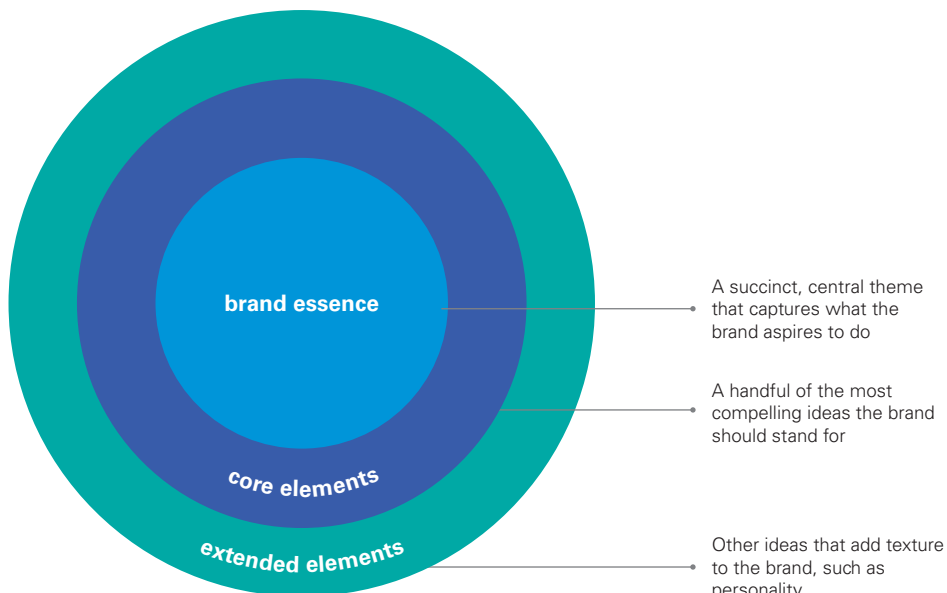
The brand vision model is multidimensional, has core and extended elements, includes an optional essence, is tailored to the brand's context, is aspirational, and can be adapted to different product markets.

David Aaker
Vice Chairman
Prophet Brand Strategy
Professor Emeritus
Berkeley-Haas School of Business

Brand strategy frameworks often feature many boxes or other shapes for the strategist to populate with attributes, personality traits, values, or benefits. One of the simplest and most popular frameworks, David Aaker's brand vision model, simply prioritizes desired brand associations in concentric circles and captures the brand's central theme in a succinct brand essence.

Three axioms and three questions that summarize brand strategy
Mark Ritson

The demand for brand strategy has never been greater or more tantalizing. It's not just that most companies are struggling with brand strategy—that's been the case for decades. It is that these companies now know they are struggling and are actively seeking assistance.

Mark Ritson

Brand Consultant +
Former Marketing Professor

Axioms

Diagnosis first, strategy second

Take a step back. Learn about the brand, business goals, customers, and competition.

Strategy is choosing what you will not do

Focus. Ensure that resources are invested in the most rewarding places. Cut the fat.

Strategy before tactics

Before considering communications, distribution, or other tactical details, set your strategy.

Questions

Who are you targeting?

Look at the market, your competitors, and your resources. Decide which customers to go after.

What do you want to stand for?

What do you want your customers to think when they think of your brand? Own a position.

How will you achieve this?

Outline objectives for success. Make a short list of clear, specific goals that will guide activities.

Disneyland is the exemplar of theme parks, and it is always innovating.

David Aaker

Vice Chairman
Prophet Brand Strategy
Professor Emeritus
Berkeley-Haas School of Business

In 1955, Walt Disney brought his vision for a theme park to life by opening Disneyland in Southern California. The park's brand essence, "Family Magic," captures its aspiration to be the happiest place on Earth.

Alina Wheeler's daughter, Tearson, with her family at Disney World, 2007

Brand strategy is not just for world-famous consumer brands like Disney. In the line, "Get Going," COLLINS captured the brand strategy of NEXT, an insurance company for small businesses. NEXT and COLLINS realized that insurance companies marketed themselves in two ways: as overly earnest protectors from doom or by relying on silly animal mascots. Recognizing that small businesses thought of insurance as a way to take on intelligent risk, COLLINS suggested NEXT stand out by focusing on opportunity rather than fear, emboldening business owners to take smart leaps.
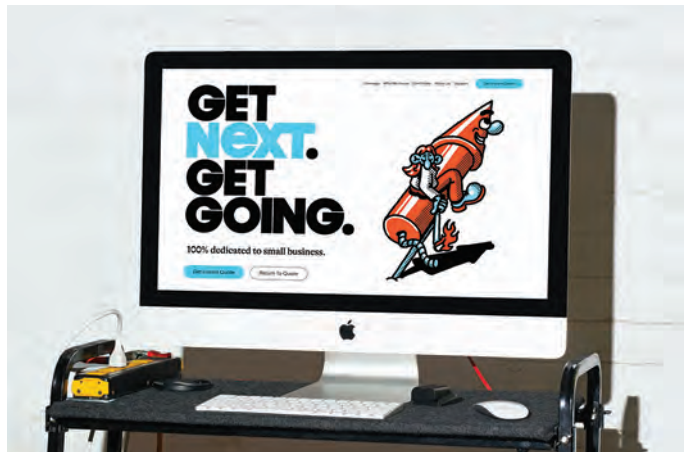
NEXT Insurance Inc.

Why invest Brand basics

The best identity programs embody and advance the company's brand by supporting desired perceptions. In study after study, research shows that investing in a strong brand can have measurable, positive impacts on business performance, from price premiums, to employee recruitment, to shareholder returns and more.

Brands are powerful assets for creating desire, shaping experience, and shifting demand.

Rick Wise
Chief Executive Officer
Lippincott

You shouldn't think of identity design as a marketing expense. Like other assets a business invests in, well-designed visual assets deliver value long after they are paid for, benefiting a brand for decades with no additional cost. Think of the Amazon logo we designed. Billions of boxes delivered over two decades, and every one of them with a smile in its face. That's an idea that will never grow old. And it works on everything from a packing slip to a fleet of aircraft.

David Turner
Designer + Founder
Turner Duckworth

Impact

Brands impact performance by driving perceived value.

brands influence perception ····▶ perceptions drive behavior ····▶ behavior hits the bottom line

The branding process identifies the associations and image a company should build to influence the perceived value of their product, service, or organization. Companies leverage branding to raise perceived value; the greater the perceived value, the greater the potential revenue.

Sarah Robb
Founder
Brand Strategy Academy

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Reasons to invest in branding and design

Make it easier for the customer to buy.

An identity helps manage the perception of a company or product and distinguish it from its competitors. A smart system demonstrates respect for the customer and makes it easier for them to understand features and benefits. A new product design or a better environment can delight a customer and inspire loyalty.

Make it easier for the sales force to sell.

Whether it is the CEO of a global conglomerate communicating a new vision or a first-time entrepreneur building an online store, everyone is selling. Nonprofits, whether fundraising or soliciting new volunteers, are continually selling. Strategic brand identity works across diverse audiences and cultures to build awareness and clear understanding of a brand and its strengths.

Make it easier to build brand equity.

The goal of all public companies is to increase shareholder value. On many company balance sheets, the value of intangible assets—including brand—far outweighs the tangible. Small companies and nonprofits also need to build brand equity. Their future success is dependent on building public awareness, preserving their reputations, and upholding their value. Brand equity, which is built through increased awareness, recognition, and customer loyalty, can make a company more successful overall.

Make it easier to acquire and retain talent.

Employees want to work for a company they believe in and that they're proud to talk about with family and friends. A strong employer brand makes a significant impact on a company's ability to hire and keep the best people. Shared purpose, clear values, and opportunities for personal fulfillment create meaning in our daily work.

Make it easier to attract investors.

Entrepreneurs, executives, and investment relations professionals must convince investors and venture capitalists that a bet on the brand is a wise investment. Investors and shareholders are paying increasing attention to companies that can effectively link strategy to purpose. When long-term plans are purpose-driven and well-communicated, investors may be more willing to dive in.

Make business transformation easier.

Organizations with a shared sense of what they stand for and why they exist will have greater success executing business transformations. They have the potential to be more innovative, launch more products, and expand more rapidly. A well-defined brand aligns everyone within the company—a head start for anyone hoping to achieve organizational change.

Brand value

In 2022, three leading reports of brand value—Interbrand's Best Global Brands, Kantar BrandZ Most Valuable Global Brands, and Brand Finance Global 500—placed the same four brands at the top of their rankings. Estimates of the brands' combined value ranged from $1.15 trillion to over $3 trillion.

Stakeholders Brand basics

Seizing every opportunity to build brand champions requires identifying the constituencies that affect success. Reputation and goodwill extend far beyond a brand's target customers. Employees are now called "internal customers" since their power is far-reaching. Gaining insight into stakeholder characteristics, behavior, needs, and perceptions yields a high return.

Consumers are becoming cocreators. Competitors are becoming collaborators.

Karl Heiselman
CEO
Wolff Olins

Brand is not what you say it is. It's what they say it is.

Marty Neumeier
The Brand Gap

Uncover opinions and biases from a variety of stakeholders to inform positioning and achieve meaningful differentiation.

Ann Willoughby
President +
Chief Innovation Officer
Willoughby Design

Willoughby Design designed a deck of cards for their brand workshops. A typical exercise might be, "Find a picture that represents a key stakeholder and tell us what matters most to them." Participants must fully understand the role they are playing.

Persona Cards:
Willoughby Design

Key stakeholders

As the branding process unfolds, research about stakeholders will inform a broad range of solutions, from positioning to the tilt of brand messages, to the launch strategy and plan.

CUSTOMERS PROSPECTS

EMPLOYEES INTERNAL CUSTOMERS

GOVERNMENT REGULATORS

BOARD OF DIRECTORS

PROFESSIONAL ASSOCIATIONS

SHAREHOLDERS INVESTORS

INDUSTRY EXPERTS ACADEMIC INSTITUTIONS

Brand

INVESTMENT ANALYSTS FINANCIAL COMMUNITY

SUPPLIERS

MEDIA

GENERAL PUBLIC

COMMUNITY ORGANIZATIONS VOLUNTEERS

STRATEGIC ALLIANCES PARTNERS

COMPETITORS

X, Y, Z, or Alpha?

Market researchers use the same terms for classifying generation gaps, but don't agree on the dates.

Generation	Born
The Silent Generation	1928–1945
Baby Boomers	1946–1964
Gen X	1965–1980
Millennials (Gen Y)	1981–1996
Gen Z (iGen)	1997–2010
Gen Alpha	2011–2025

Analysts have stated that [Generation Alpha] are or will grow up to be the best-educated generation ever, the most technologically immersed, the wealthiest, and the generation more likely than any in the past century to spend some or all of their childhood in living arrangements without both of their biological parents.

Joe Pinsker
The Atlantic

Gen Z is also diverse. My fifteen-year-old next-door neighbor is a quarter Hispanic, a quarter African-American, a quarter Taiwanese, and a quarter white. That's Gen Z—they are often a mix of ethnicities.

Alexandra Levit
New York Times

Organizational culture Brand basics

A strong culture helps ensure that employees deliver on an organization's promise. Customers are more likely to return to brands that live up to their promises, and long-term success depends on a steady, predictable stream of customers. Building the brand from the inside out means inspiring employees to embrace the organization's purpose. Company culture—values, beliefs, behaviors, stories, and symbols—is the operating system of the organization.

Because your brand is everything your company does, it's too important to separate from your culture.

Steven Morris
CEO
MatterCo.co

With a single, unifying drive behind both your culture and your brand, you reap the benefits of a focused and aligned workforce.

Denise Lee Yohn
Author, *Fusion*

Customer experience, employee experience, and brand experience
Steven Morris, MatterCo.co

Customer promise
Marketing, sales, service
Front-end technology, UX
CRM systems
Omni-channel optimization

The customer experience is created when a brand consistently delivers on its promise. The employee experience determines how a company behaves in order to achieve company goals and deliver customer value. When culture and brand are aligned, they operate as an integrated system and define the complete brand experience.

customer experience

brand experience

employee experience

Employee promise
Mission, vision, and purpose
Products and services
Supply chain
Business operations, HR/recruitment, training

The benefits of brand-culture integration
Steven Morris, MatterCo.co

Attract the right employees and customers.

Companies that know and effectively communicate what they stand for attract like-minded people—both customers and employees.

Build customer trust.

Trust is the social and emotional currency all businesses deal in. When the culture delivers on the brand's promise, it creates customer trust.

Create brand differentiation.

When employees understand and embrace a unique culture, it creates distinctive and differentiated value for customers.

Connect employees with customers.

When customers can see, hear, and feel the care employees put into customer interactions, they are more likely to trust them and the brand.

Increase innovation.

Teams that are aligned around company values and purpose are more effective at working collaboratively to solve customer problems and deliver on the customers' unstated wishes.

Future-proof the company.

Brands with an integrated brand and culture have a trusted and reliable market position and will weather storms more effectively.
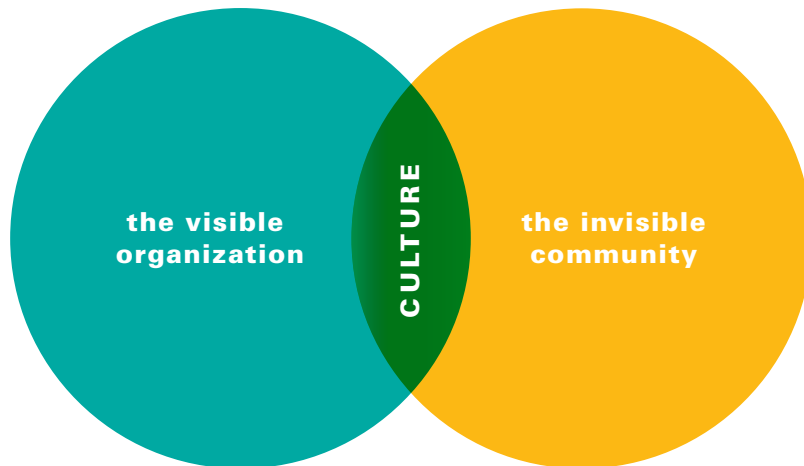
The visible organization

Hierarchy and chain of command
Official values and vision
Written rules, policies, and procedures
Business contracts (internal and external)
Business accountabilities
Information/communication systems

The invisible community

Network of reliable relationships
Experienced values and vision
Unwritten rules and social norms
Informal contracts (internal and external)
Social accountabilities
The back channel and rumor mill

Hanley Brite, Founder, Authentic Connections

Brand experience Brand basics

Global competition is fierce. Consumers are inundated with choices. Brand builders need to think far beyond the point of sale and use their strategic imagination and business acumen to deliver one-of-a-kind engaging experiences that no other competitor can replicate. Think barrier to entry.

Compelling experiences attract new customers, extend customer loyalty, and, if they are truly differentiated, command a premium. Every customer interaction must be viewed as an opportunity. A memorable experience generates positive buzz and is fun to share; a bad experience becomes a lost opportunity that can sabotage the brand.

A customer heads to the Genius Bar at the Apple Store for education, American Girl Place for afternoon tea, and Wegmans for dinner and some great live music before he does his marketing. The possibilities are endless.

It is the experience a brand creates and curates, through its products and services, that defines it in the minds of customers.

Nathan Williams
Senior Strategist
Wolff Olins

The art of being a great retailer is to preserve the core while enhancing the experience.

Howard Schultz
Founder + Chairman
Starbucks

Stop pretending there's a difference between "online" and "real life." Every aspect of our lives has an online component.

Annalee Newitz
Ars Technica

BUGATTI's new corporate identity and corporate design encapsulates the iconic heritage of the brand, giving room to its unique elements, such as the EB logo, while at the same time opening the brand for an entire new world of luxury experiences.

Jens Grefen
Senior Executive Director, Creation
Interbrand

The BUGATTI brand experience is defined by a rich history, a pioneering family, and the sensation of being awestruck by beauty. In 2021, working with Interbrand, the 110-year-old company revealed an updated corporate identity. The brand refresh, which aims to elevate BUGATTI beyond an iconic hyper sports car manufacturer to a wider-reaching hyper luxury brand, included pop-up activations featuring the company's iconic sports cars.

BUGATTI: Interbrand

Fundamentals of experience

Work is theater and every business is a stage.

The experience is the marketing.

Even the most mundane transactions can be turned into memorable experiences.

Experiences you create should be treated as distinct economic offerings that engage your customers and create memories within them.

Companies need not limit themselves to the physical realm, but can use virtual experiences as well in a series of related experiences that flow one from another.

Experiences are an opportunity to generate new sources of both revenue and profits in an increasingly commoditized world.

Every element in the experience must have an organizing principle.

Principles of digital experience

Paul Pierson, Carbone Smolan Agency

Digital is not just a website. Consider all the places your audience uses technology to interact with your brand.

Be human. People often use digital tools as a substitute for human interaction, but the experience shouldn't feel robotic.

Talk to people. Engage in conversation with your audience and listen—it builds trust.

Reach your audience where they are. Brand experiences shouldn't be bound to a destination.

Be authoritative. The .com should be the truest representation of your product or service.

Solve a problem for your users. Consider creating a tool instead of distributing a message.

Brands can amplify engagement and solidify positive impressions by carefully considering the customer's journey, and seeing the interplay between physical sensory experiences and compelling digital experiences.

Paul Pierson
Managing Partner
Carbone Smolan Agency

TASTE · TOUCH · HEAR

SMELL · SEE

NEED
Social Media
Advertising
Word of Mouth
Website

COMMITMENT
Website
Mobile App

ANTICIPATION
E-mail
Social Media

PHYSICAL EXPERIENCE
Customer-driven Social Media
Mobile App
Environmental Digital

SATISFACTION
Follow Up
Experience Survey

ADVOCACY
E-mail
Social Media
Brand Community
Repeat Customer

● Personal Space ● Brand Space

Diagram: Carbone Smolan Agency

Brand architecture Brand basics

Brand architecture is how a set of brands relate to one another. The relationships between the parent company, subsidiary companies, products, and services should clarify what is available to customers. Bringing structure, logic, and visual and verbal order to disparate elements helps a company market more effectively.

As companies merge with, acquire, or create new companies and products, branding, nomenclature, and marketing decisions become increasingly complex. Decision makers examine marketing, cost, time, and legal implications.

The need for brand architecture is not limited to Fortune 100 companies or for-profit companies. Any company or institution that is growing needs to evaluate how brand architecture can support future growth.

A good brand architecture can reduce friction and facilitate choice.

Nirm Shanbhag
Chief Strategy Officer, USA
Sid Lee

Dropbox products and features, many of which were acquired, had a range of disparate names and visual identities. By renaming some products and redesigning icons and wordmarks to more closely resemble the parent brand, Dropbox has moved toward a more monolithic or "branded house" approach to brand architecture.

Before

After

Collaborating closely with the Dropbox team, we created a library of product symbols that feel perfectly at home within the existing Dropbox brand architecture. Each one visually tells its respective product story while leveraging the overarching style of the iconic Dropbox logo and its signature brand colors of blue and graphite.

Casey Martin
Founder + Executive Creative Director
Play

Types of brand architecture
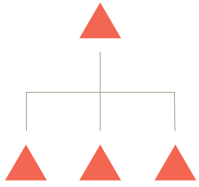
Monolithic or "branded house"

A strong, single parent brand. Products and other portfolio items use the parent's identity with generic descriptors.

Google Maps, Google Docs (Google)
FedEx Office, FedEx Ground (FedEx)
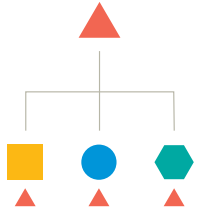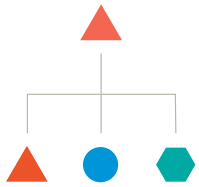Virgin Mobile, Virgin Active (Virgin)
Dropbox Sign, Dropbox Forms (Dropbox)

Endorsed

Products or divisions have clearly defined market presence and benefit from the association, endorsement, and visibility of the parent brand.

Courtyard by Marriott (Marriott)
Polo by Ralph Lauren (Ralph Lauren)
Oreo (Nabisco)
TurboTax (Intuit)

Hybrid

A parent brand that shares its identity with only some product or portfolio brands, or a nearly monolithic brand architecture with one or two outliers.

Coca-Cola, Sprite (The Coca-Cola Company)
Toyota, Lexus (Toyota)
Microsoft Surface, Xbox (Microsoft)
Disneyland, Pixar (The Walt Disney Company)
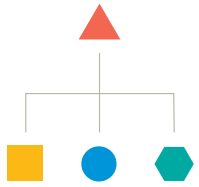
Pluralistic or "house of brands"

A family of well-known brands. The name of the parent may be either invisible or inconsequential to customers, perhaps known only to the investment community.

Dreft, Old Spice (Procter & Gamble)
Hellmann's, Dove (Unilever)
Kleenex, Huggies (Kimberly Clark)
OXO, Hydro Flask (Helen of Troy)

Strategic questions

What are the benefits of leveraging the name of the parent company?

Does the positioning of our new entity require that we distance it from the parent?

Will co-branding confuse consumers?

Do we change the name or build on existing equity even though it was owned by a competitor?

Should we ensure that the parent company is always visible in a secondary position?

How do we brand this new acquisition?

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Visual identity

Brand awareness and recognition are facilitated by a visual identity that is immediately recognizable and easy to remember. Visual identity triggers perceptions and unlocks associations of the brand. Sight, more than any other sense, provides information about the world.

Through repeated exposure, symbols become so recognizable that companies such as Target, Apple, and Nike have actually dropped the logotype from their corporate signatures in national advertising. Color becomes a mnemonic device—when you see a brown truck out of the corner of your eye, you know it is a UPS truck.

Identity designers are in the business of managing perception through the integration of meaning and distinctive visual form.

Understanding the sequence of visual perception and cognition provides valuable insight into what will work best.

Make every mark count.

Dennis Kuronen

The sequence of cognition

The science of perception examines how individuals recognize and interpret sensory stimuli. The brain acknowledges and remembers shapes first. Visual images can be remembered and recognized directly, while words must be decoded into meaning.

Shape

Reading is not necessary to identify shapes, but identifying shapes is necessary to read. The brain acknowledges distinctive shapes that make a faster imprint on memory.

Color

Color is second in the sequence. Color can trigger an emotion and evoke a brand association. Distinctive colors need to be chosen carefully, not only to build brand awareness, but also to stand out from the competition. Companies such as Kodak and Tiffany have trademarked their core brand colors.

Form

The brain takes more time to process language, so content is third in the sequence behind shape and color.

Elements of a visual identity system

Name that brand

Isn't it amazing how we can recognize a consumer brand—and even some B2B brands—just by seeing a symbol, a few letters, a pair of colors, or a pattern? Through repeated exposure, the brain retains and recalls these elements of brands' visual identities.

Brandmark

Color
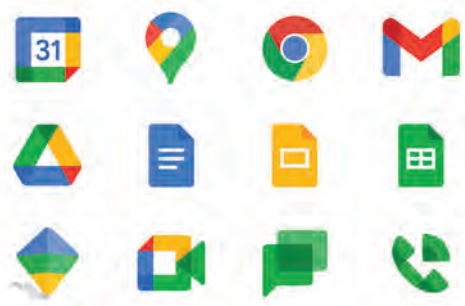

Typography

Imagery

Pattern

Iconography

Iconography: Google
Pattern: Burberry
Imagery: Headspace
Typography: Coca-Cola (China)
Color: UPS
Brandmark: Adidas

Messaging and voice Brand basics

The best brands stay on message and speak with one distinctive voice. Messaging is what the brand says; voice is how it says it, from writing style to word choice. On the website, in a blog post, on product packaging, or in a speech given by the CEO, the brand must have a coherent message and a consistent voice.

Language and communications are omnipresent features of most brands' identities. Unified, consistent high-level messages demand buy-in at all levels. Integrated communications require that content and design work together to reinforce messaging without simply repeating it over and over again.

Voice or tone is a verbal expression of the brand's personality, engaging customers as they listen or read. The voice must be identifiable and memorable across headlines, calls to action, and product descriptions. Strive for language that is vital, straightforward, eloquent, and substantive.

Vigorous writing is concise. A sentence should contain no unnecessary words, a paragraph no unnecessary sentences, for the same reason that a drawing should have no unnecessary lines and a machine no unnecessary parts.

William Strunk, Jr. +
E.B. White
The Elements of Style

Fewer words can travel further distances.

John Maeda
Global Head, Computational Design + Inclusion
Automatic

Slang is language that takes off its coat, spits on its hands, and goes to work.

Carl Sandburg
Poet + author

Elevator pitch
Ilise Benun, Marketing-Mentor.com

It may sound like a paradox, but the focus of an elevator pitch should be on your customer, not you. Experiment with three different approaches to see what works best with your ideal customer.

emphasize customer needs

emphasize customer results

emphasize customer pain

Fundamental principles

Lissa Reidel, Consultant

Use language that resonates with meaning. Readers will complete the message with layers of their own experience.

Aim for clarity, brevity, and precision. A busy executive with only minutes to spare can glean what she needs to know.

Polish and cut as if you were a jeweler. Every sentence will reveal new, intriguing facets to the customer.

Cut through the clutter to produce sound bites that acquire a vibrant identity when they are heard again and again. Consistency is built on repetition.

Edit out modifying phrases, adverbs, and extraneous text. What remains is the distillation, the essence. Eliminate distracting references and the text will have impact. Less is more.

From its famous "The Man Your Man Could Smell Like" ads to the copy on the back of a stick of deodorant, Old Spice's voice is consistently brash and silly.

Old Spice

Power of three

In brand communications, an overarching or umbrella message is often supported by three subordinate messages.

Originally developed by Dr. Vincent Covello as a risk communications strategy, message mapping was developed based on the theory that people at risk can comprehend only three messages. Similar thinking is helpful in brand communications and press relations.

Each word is an opportunity to be intentional

Nomenclature

Formal company name
Company brand name
Descriptors
Product names
Process names
Service names
Division names
Feature names

Brand statements

Mission statements
Vision statements
Value propositions
Key messages
Taglines
Guiding principles
Customer pledges
Vocabulary
History
Boilerplate
Elevator pitch
Hashtags

Writing style

Voice
Headline style
Punctuation
Capitalization
Emphasis
Accuracy
Clarity
Consistency

Information

Content
Call to action
Phone numbers
URLs
Social media handles
Email signatures
Voicemail messages
Abbreviations
Titles
Addresses
Directions

Touchpoints

Websites + blogs
News releases
FAQs
Press kits
Annual reports
Brochures
Shareholder communications
Call center scripts
Sales scripts
Presentations
Announcements
Newsletters
Ad campaigns
Social media posts
Direct mail
Packaging
Product directions
Signage
Apps

Brand governance Brand basics

Brand management requires strategy, planning, and orchestration. It begins with thoughtful leadership, a shared understanding of core purpose and brand fundamentals, and an imperative to grow brand equity. Increasing complexity and calls for greater agility have led to a shift from strict governance to support and enablement, as well as a shift in mindset—from cop to concierge.

We're committed to bringing our brand to life each day and ensuring its continued growth.

Melissa Hendricks
Chief Marketing Officer
Verisk

A strong brand binds us internally and it differentiates us externally.

Brian Resnick
Director, Global Brand +
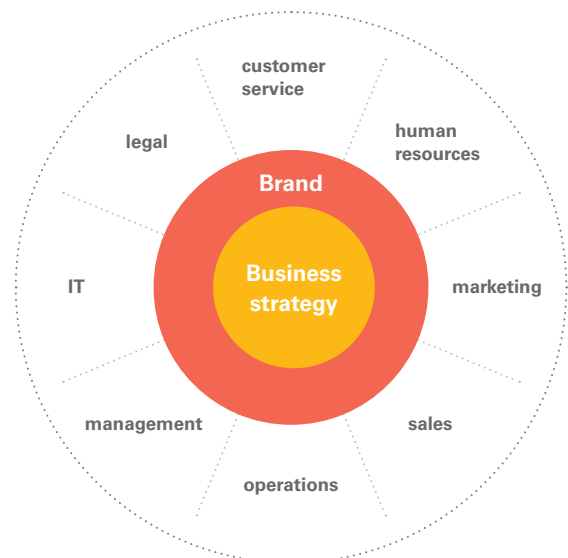Communication Services
Deloitte

Brand: from marketing function to lens for business strategy

In many organizations, brand is considered a responsibility of the marketing team. In more progressive, brand-led companies, brand is increasingly seen as a lens through which the business strategy should impact all aspects of the organization.
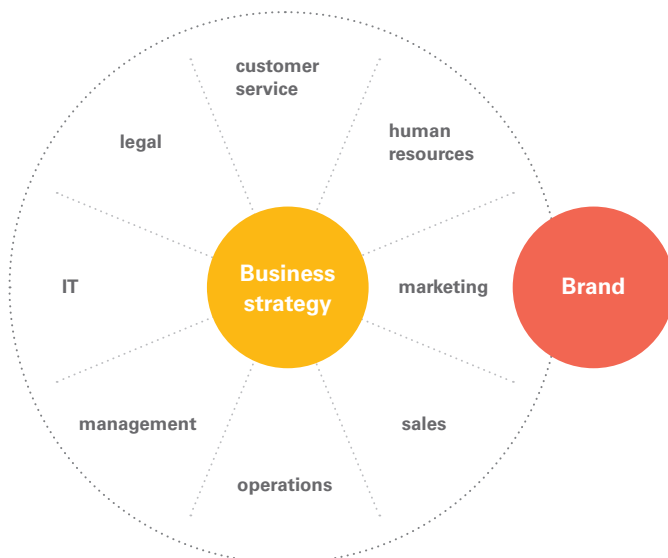
From

To

How brand governance has evolved

From	To
Centralized command and control	Education, empowerment, and self-service
Review approval at final stage	Strategic partner throughout the process
Rigid	Collaborative and iterative
Static PDF guidelines	Dynamic, evolving applications
General, one-size-fits-all approach	Tailored content for different user groups

Many rebrands lose momentum because leaders fail to recognize the importance of investing beyond the launch. Day one is critical, but you need a plan and resources for day two and beyond.

Gabriel Cohen
CMO
Monigle

Forces driving a shift from brand governance to brand enablement
Monigle

Decentralization and the matrixed organization

Rather than asserting top-down command and control, in-house brand and marketing teams must establish influence and gain visibility.

Everyone is a designer

Increased usage from non-designers and non-marketers has led to a need for more nuanced training and self-service tools that give users the right degree of flexibility and control.

Surge in guidelines, assets, and new applications

Traditional PDF or static guidelines can no longer keep up with changing needs.

The agility imperative

As organizations try to keep pace with changes in technology, customer expectations, and competition, the demand for faster reviews and approvals has increased.

Anatomy of a brand enabler
Monigle

Today's brand leader must be seen as both a respected authority and a community facilitator.

Community officer	Concierge
Ensures the rules are followed	Builds goodwill and capabilities
Simplifies content, making it easier to understand	Trains different groups with different needs and skill sets
Strikes a balance between flexibility and guardrails	More consultative, less reactionary
Increases capacity to handle more inbound requests for guidance	Knows how to say "no" without alienating colleagues

Brand ideals

Ideals are essential to a responsible branding process, regardless of the size of a company or the nature of a business. These ideals hold true whether you are launching an entrepreneurial venture, creating a new product or service, repositioning an existing brand, working on a merger, or creating a retail presence.

Functional criteria do not get to the heart of brand identity. The US Patent and Trademark Office manages about half a million new registrations every year. As of 2020, there were over 64 million active trademark registrations worldwide. The basic questions are what makes one better than another and why? What are the essential characteristics of the most sustainable solutions? How do we define the best identities? These ideals are not about a certain aesthetic. Design excellence is a given.

The best brands marry intelligence and insight with imagination and craft.

Connie Birdsall
Creative Director
Lippincott

Brand is more than a logo or a tagline; it is a strategic endeavor.

Michelle Bonterre
Chief Brand Officer
Dale Carnegie

Functional criteria

Bold, memorable, and appropriate	Legally protectable
Immediately recognizable	Has enduring value
Provides a consistent image of the company	Works well across media and scale
Clearly communicates the company's persona	Timeless

Vision

A compelling vision by an effective, articulate, and passionate leader is the foundation and inspiration for the best brands.

Meaning

The best brands stand for something— a big idea, a strategic position, a defined set of values, a voice that stands apart.

Authenticity

Authenticity is not possible without an organization having clarity about its market, positioning, value proposition, and competitive difference.

Coherence

Whenever a customer experiences a brand, it must feel familiar and have the desired effect. Consistency does not need to be rigid or limiting in order to feel like one company.

Differentiation

Brands always compete with one another within their business category and, at some level, compete with all brands that want our attention, loyalty, and money.

Flexibility

An effective brand positions a company for change and growth in the future. It supports an evolving marketing strategy.

Longevity

Longevity is the ability to stay on course in a world in constant flux, characterized by future permutations that no one can predict.

Commitment

Organizations need to actively manage their assets, including the brand name, trademarks, integrated sales and marketing systems, and standards.

Value

Building awareness, increasing recognition, communicating uniqueness and quality, and expressing a competitive difference create measurable results.

Vision Brand ideals

Vision requires courage. Big ideas, enterprises, products, and services are sustained by organizations who have the ability to imagine what others cannot see and the tenacity to deliver what they believe is possible. Behind every successful brand are passionate leaders who inspire others to see the future in a new way.

We are stubborn on vision. We are flexible on details.

Jeff Bezos
Founder + Executive Chairman
Amazon

OneTen

Mission

OneTen's mission is to hire, promote, and advance one million Black individuals who do not have a four-year degree into family-sustaining careers over the next ten years. OneTen takes a skills-first approach, focusing on competencies, in an aim to close the opportunity gap and ignite potential for generations to come.

Stakeholders

Black Talent gain skills to land a meaningful career on a family-supporting salary.

Community Partners support Black talent and amplify their achievements along their entire career journey.

Employers outperform competitors with the top talent, advanced innovation, and higher profitability of a diverse and equitable workforce.

Talent Developers prepare Black talent for family-sustaining careers with the expertise most sought-after by America's top employers.
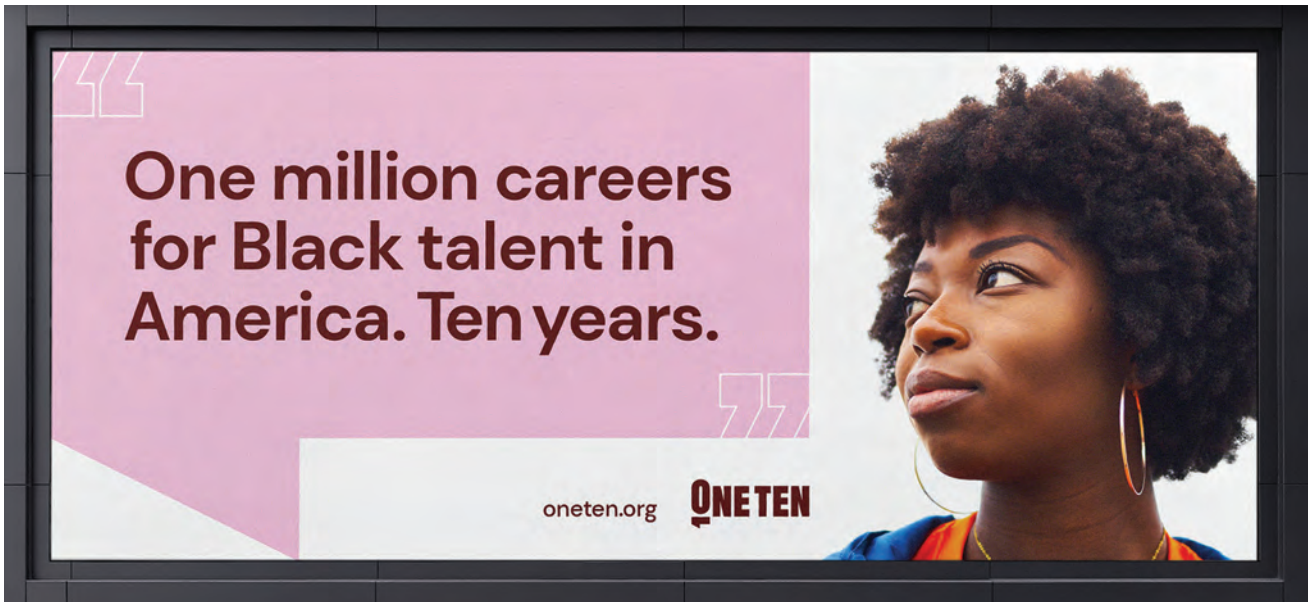
While we still have a long way to go until we achieve all of our goals, we're proud of the momentum we've created and excited for the progress yet to come.

OneTen Year One Report

OneTen: Siegel+Gale

Meaning Brand ideals

The best brands stand for something: a big idea, a strategic position, a defined set of values, a voice that stands apart. Symbols are vessels for meaning. They become more powerful with frequent use and when people understand what they mean. They are the fastest form of communication known to man. Meaning is rarely immediate and evolves over time.

People don't buy what you do; they buy why you do it. And what you do simply proves what you believe.

Simon Sinek
Start with Why: How Great Leaders Inspire Everyone to Take Action

Stand for something

Meaning drives creativity

Designers distill meaning into unique visual form and expression. It is critical that this meaning is explained so that it can be understood, communicated, and approved. All elements of the brand identity system should have a framework of meaning and logic.

Meaning builds consensus

Meaning is like a campfire: it's a rallying point used to build consensus with a group of decision makers. Agreement on brand essence and attributes builds critical synergy and precedes any presentation of visual solutions, naming conventions, or key messages.

Meaning evolves over time

As companies grow, their businesses may change significantly. Similarly, the meaning assigned to a brandmark will probably evolve from its original intention. The logo is the most visible and frequent reminder of what the brand stands for.

Calm, a meditation, sleep, and relaxation app, is on a mission to make the world happier and healthier. In a major study of 200,000 iPhone users, it was found to be "the world's happiest app"—the single app that left users feeling happiest. Launched in 2012, Calm has since expanded offline—with products like a book, *Calm,* and Sleep Mist, a natural sleep aid—in hopes of bringing more peace, clarity, and perspective into people's busy lives.

Access to mental health support is vital to our overall well-being. . . . Easy-to-use mental health tools and practices can help families address stress and strengthen one of the most powerful sources of healing—our relationships with one another.

Dr. Vivek Murthy
US Surgeon General
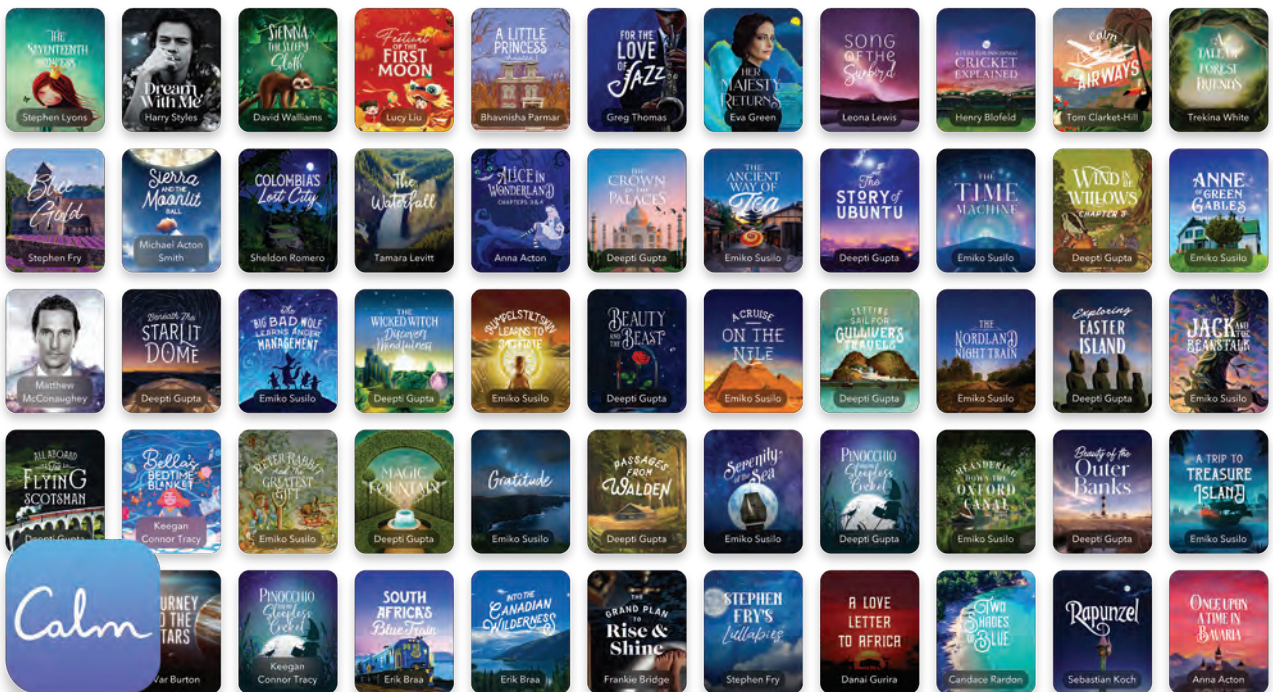
Authenticity Brand ideals

In psychology, authenticity refers to self-knowledge. Organizations who know who they are and what they stand for start the identity process from a position of strength. They build brands that are sustainable and genuine. Brand expression must be congruent with the organization's unique mission, target market, culture, values, and personality.

As reality is qualified, altered, and commercialized, consumers respond to what is engaging, personal, memorable, and above all, what they perceive as authentic.

B. Joseph Pine II
Authenticity

Authenticity, for me, is doing what you promise, not "being who you are."
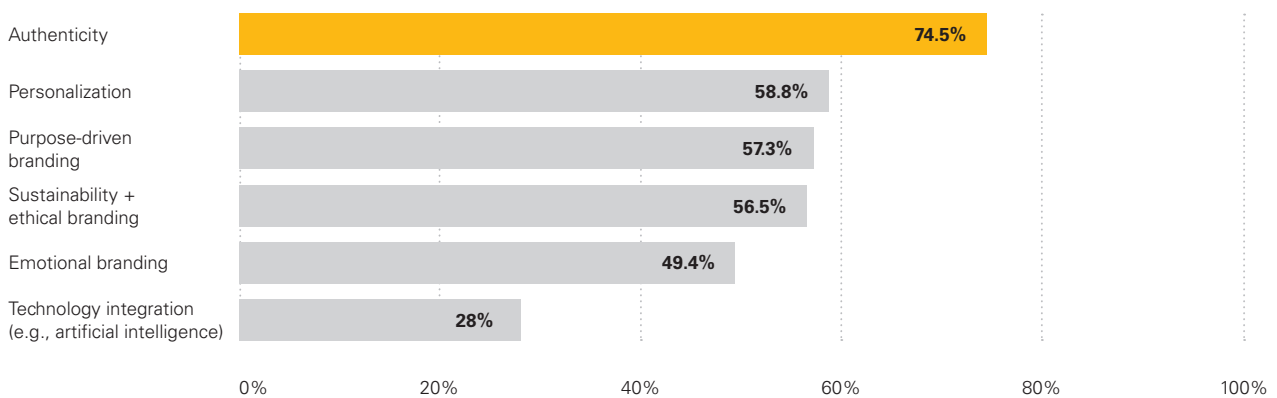
Seth Godin

It's not enough to just have the values on your website—you have to entrench them in every single thing you do at the company.

Tristan Walker
Founder
Walker & Company

What do branding professionals consider important for the future of branding?

In his State of Brand 2023 survey, Jacob Cass of JUST Creative asked over 250 branding professionals what they consider important for the future of branding. Authenticity, selected by almost 75 percent of those surveyed, was easily the top response.

Authenticity	74.5%
Personalization	58.8%
Purpose-driven branding	57.3%
Sustainability + ethical branding	56.5%
Emotional branding	49.4%
Technology integration (e.g., artificial intelligence)	28%

0%   20%   40%   60%   80%   100%

We are the only company that is serving the underserved. By focusing on the problem, not the product, we are able to innovate in ways that other people are not.

Tristan Walker
Founder
Walker & Company

Bevel Shave System

Walker & Company's ambitious goal is to make health and beauty simple for people of color. Bevel, its flagship brand, is disrupting the online shaving club market—its target consumers are still very traumatized by a razor, because they have historically been served tools that are not designed for them. They founded their company to challenge the "ethnic aisle," where products geared toward ethnic minorities are marketed.

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Coherence Brand ideals

Whether a customer is using a product, talking to a chatbot, or making a purchase on her iPhone, the brand should feel familiar. Coherence is the quality that ensures that all the pieces hold together in a way that feels seamless to the customer. It doesn't need to be rigid and limiting—rather, it is a baseline designed to build trust, foster loyalty, and delight the customer.

The most successful brands are completely coherent. Every aspect of what they do and what they are reinforces everything else.

Wally Olins
Brand Strategist

How is coherence achieved?

Unified voice, a dynamic central idea

Every communication uses a consistent voice and evolves from a central dynamic idea.

One company strategy

As companies diversify into new areas of business, consistency kick-starts awareness and acceptance of new initiatives.

Every touchpoint

Coherence emerges from understanding the needs and preferences of the target customer. Every touchpoint is considered a brand experience.

Look and feel

A brand identity system is unified visually, utilizing a cohesive brand architecture and specially designed colors, typeface families, and formats.


Uniform quality

A high and uniform level of quality imparts a degree of care that is given to each of the company's products and services. Anything less than superior quality reduces the value of the asset.

Clarity and simplicity

Using clear language consistently to communicate about products and services helps the customer navigate choices.

Turkish State Choir
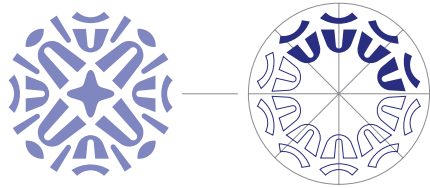
Founded in 1988, the world-renowned Turkish State Choir is the national choral ensemble of Türkiye. Dubbed "voices from heaven" by European music critics, the choir has performed internationally in Germany, Italy, the Netherlands, Portugal, Russia, Israel, Bulgaria, South Korea, and at the Vatican for the pope.

The Turkish State Choir's identity system mimics the choral experience: parts assemble in countless ways to produce different harmonies, but the overall structure stays consistently true to the brand.

Onur Gökalp
Creative Director
Monroe

Turkish State Choir: monroe.works

Flexibility Brand ideals

Innovation requires brands to be flexible. No one can say with certainty which new products or services a company might offer in five years or, for that matter, how we will be purchasing our worldly goods. Brands need to be agile to quickly seize new opportunities in the marketplace.

Unify. Simplify. Amplify.

Ken Carbone
Cofounder
Carbone Smolan Agency

Credit Suisse is a global financial services company with over 530 offices in fifty countries. Carbone Smolan Agency used a bold new color palette to create an image bank organized by subjects, ranging from clients and lifestyles, to metaphorical ideas and concepts.

The new Credit Suisse brand added new energy, new quality, and new relevance to our corporate design system.

Ramona Boston
Global Head of Branding + Communications
Credit Suisse

We unified the Credit Suisse brand with a vibrant system to accentuate Credit Suisse's competitive advantage.

Leslie Smolan
Cofounder
Carbone Smolan Agency
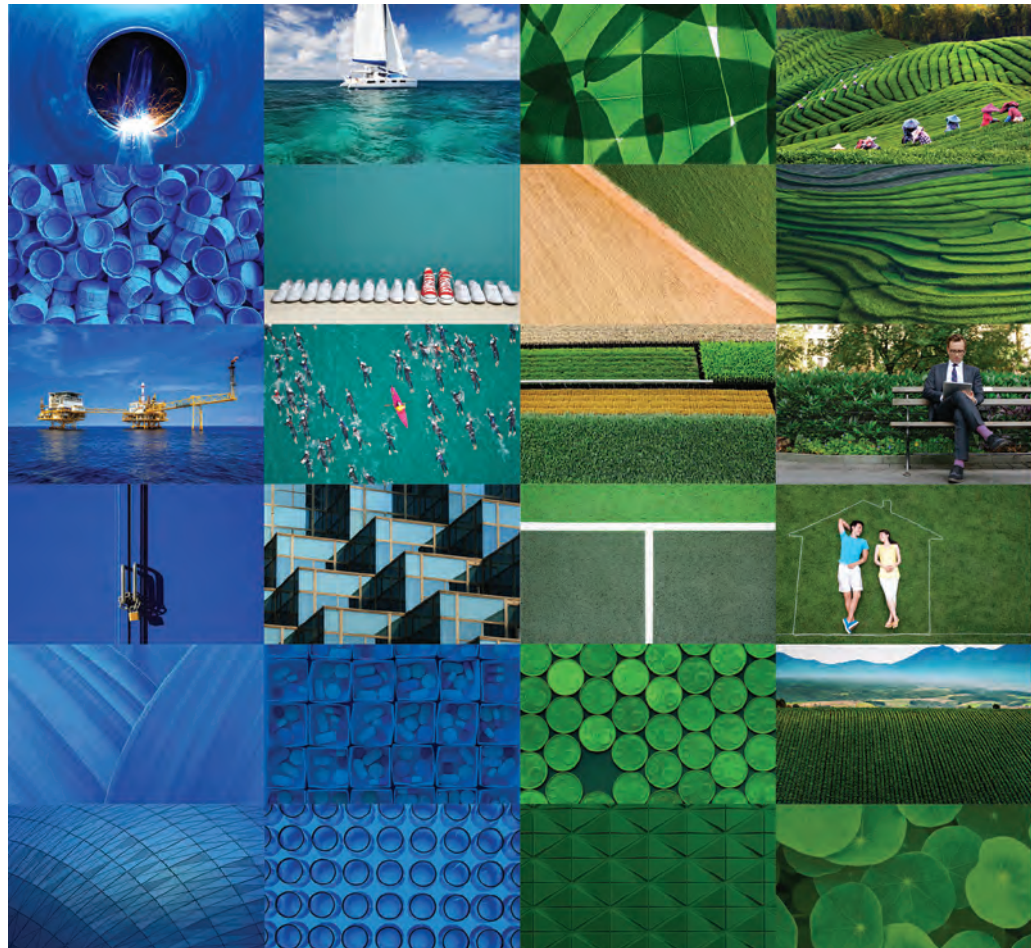
Get ready for the future

Marketing flexibility

An effective identity positions a company for change and growth in the future. It needs to be a workhorse in a wide range of customer touchpoints, from the website to an invoice to a vehicle or retail environment. A good system embraces the evolution of marketing strategies and methods.

Brand architecture

The marketing of any new product or service is facilitated by a durable brand architecture and an overarching logic to anticipate the future.

Fresh, relevant, and recognizable

A carefully designed balance between control and creativity makes it possible to adhere to the identity standards while achieving specific marketing objectives, keeping the brand immediately recognizable.

Credit Suisse: Carbone Smolan Agency

Commitment Brand ideals

A brand is an asset that needs to be protected, preserved, and nurtured. Actively managing the asset requires a top-down mandate and a bottom-up understanding of why it's important. Building, protecting, and enhancing the brand requires desire and a disciplined approach to ensure its integrity and relevance.

A decision is made with the brain. A commitment is made with the heart.

Nido Qubein

True to our Real Beauty Pledge, Dove remains committed to only feature real women, to never digitally alter their appearance, and to help the next generation develop a positive relationship with beauty. And, we are taking our leadership to the next level.

Nick Soukas
VP of Marketing
Dove

Dove has reached more than sixty million young people with self-esteem education and is committed to reaching a quarter of a billion by 2030.

#RealBeauty

The Westinghouse logo, designed by Paul Rand in 1959, is one of the most iconic corporate symbols in American history. Rather than redesign the logo, Paula Scher of Pentagram built on it with a bespoke typeface, silhouetted images, and colored circles—all consistent with Rand's original visual language.

If you have a classic design like Rand's logo, why not keep it—especially when it's been created to stand the test of time. Pentagram has taken the original design and modernized it brilliantly, bringing it into the 21st century.

Kevin Drain
Director of Brand Experience
Westinghouse

Ⓦ Westinghouse ≡

Welcome home.

Blenders

for the home

Westinghouse home appliances are made to last and uniquely styled for your sense of taste and decor.

Air Fryers

Cleaning

SEE MORE

Ceiling Fans

lighting

Bring new life to your space with our on-trend lighting fixtures and ceiling fans.

Lightbulbs

String lights

SEE MORE

Generators

power

Wherever you go, there we are with cleaner, greener portable power.

Solar

Power stations

SEE MORE

USB Chargers

electronics

Surround yourself with the sights and sounds of innovation. Explore our vast variety of home and portable electronics made to amaze, and priced to afford.

TVs

Batteries

SEE MORE

Value Brand ideals

Creating value is the indisputable goal of most organizations. The quest for sustainability has expanded the value conversation with consumers. Being socially responsible, environmentally conscious, and profitable is the new business model for all brands. A brand is an intangible asset—brand identity, which includes all tangible expression from packaging to websites, upholds that value.

Business serves more than just shareholders— it has an equal responsibility to the community and to the planet.

Rose Marcario
Former CEO
Patagonia

Brand identity is an asset

Brand identity is a strategic business tool and an asset that seizes every opportunity to build awareness, increase recognition, communicate uniqueness and quality, and express a competitive difference. Adherence to brand identity, uniform standards, and the relentless pursuit of quality are business priorities.

Value is preserved through legal protection

Trademarks and trade dress are protected in the range of markets that are served, both local and global. Employees and vendors are educated about compliance issues.

Turner Duckworth helped Campbell Soup Company reassert its iconic status by giving the condensed soup packaging its first redesign in fifty years. The refined visual identity system creates more consistency, emphasizes the most recognizable elements of the label, and brings back some of the brand's original swagger and simplicity.

Last year, Campbell's was one of the top performers of the major food brands. Its stock went up 31 percent, and that was in an overall down year for the stock market. Once you clean up the product, and also make the label look more appealing, you kind of give a permission structure and something you can maybe even be excited about: to have a can of Campbell's tomato soup in your pantry.

Aaron Back
Wall Street Journal

Differentiation Brand ideals

Bumper-to-bumper brands clamor for our attention. The world is a noisy place filled with a panoply of choices. Why should consumers choose one brand over others? It is not enough to be good. Brands must be distinctive, pique people's interest, and make it easy for customers to see and remember them.

An excessive abundance of choices and options in every aspect of life—from the mundane to the momentous—is causing anxiety and perpetual stress, and actually diminishing our sense of well-being. The best companies of our time help "curate" their offerings.

Paul Laudicina
Chairman Emeritus
Kearney

In order to be irreplaceable, one must always be different.

Coco Chanel
House of Chanel

When everybody zigs, zag.

Marty Neumeier
Zag

Butter is a cannabis company based in Michigan aiming to build the first mainstream, mass-market cannabis brand. The brand's buttery yellow packaging stands out in an industry that leans into wellness and minimalist aesthetics. Butter stands out from the crowd by striving to change the perception of weed as an underground, solo activity to something that can be joyful, connective, and consumed together.

We believe cannabis makes people's lives better and can create a better society. As regulations are changing in states around the country, we wanted to build the first mainstream, mass-market cannabis brand.

Alex Center
Founder
CENTER

Butter: CENTER

Brands are messengers of trust. We are all moving at blinding speed and our institutions, technology, science, lifestyles, and vocabulary are in a state of continuous flux. Consumers are reassured by trademarks that are recognizable and familiar. Durability is achieved through a commitment to the equity of a central idea over time and the capacity to transcend change.

We aim for our work to feel timely—fresh and unexpected—but also timeless—based on such fundamental tenets that it feels familiar and true.

Taamrat Amaize
Chief Strategy Officer
COLLINS

The Morton Salt Girl has lived for over a century. And she doesn't look a day over nine years old.

Morton Salt

| 1914 | 1921 | 1933 | 1941 |

Trademarks and their dates of origination

Löwenbräu	1383	Morton Salt	1914	Quaker Oats	1972
Tetley	1837	IBM	1924	United Way	1974
Louis Vuitton	1854	Corona	1925	Dunkin' Donuts	1974
Guinness	1862	Greyhound	1926	I Love NY	1975
Olympics	1865	London Underground	1933	PBS	1976
Mitsubishi	1870	Volkswagen	1938	Apple	1977
Nestlé	1875	IKEA	1943	AT&T	1984
Bass Ale	1875	CBS	1951	Amazon	1994
John Deere	1876	NBC	1956	Google	1998
American Red Cross	1881	Chase Manhattan	1960	Wikipedia	2001
Johnson & Johnson	1886	International Paper	1960	LinkedIn	2002
Coca-Cola	1887	Motorola	1960	Tesla	2003
Nintendo	1889	UPS	1961	Facebook	2004
General Electric	1892	McDonald's	1962	Airbnb	2008
Prudential	1896	General Foods	1962	Uber	2009
Michelin	1896	Wool Bureau	1964	Instagram	2010
Shell	1900	Mobil	1965	Pinterest	2010
Nabisco	1900	Metropolitan Life	1967	Xiaomi	2010
Ford	1903	L'eggs	1971	Instacart	2012
Rolls-Royce	1905	Eastman Kodak	1971	Glossier	2014
Mercedes-Benz	1911	Nike	1971	TikTok	2017

In 2014, Morton Salt celebrated its 100th anniversary by refreshing the brand and introducing a new packaging system. Pause for Thought evolved the Umbrella Girl in small and subtle ways, with cleaner linework and a hint of a smile.

1956

1968

2014

Morton Salt: Pause for Thought

Names Brand elements

The right brand name depends on context and strategy, but most good names are memorable, meaningful, and easy to say and spell. They look good in a logo and the text of an email, and they sound good in a podcast ad. A well-chosen name is an essential brand asset and a 24/7 workhorse.

The name is the first and best opportunity for a brand to harness the power of language. This handful of syllables represents the company or product, day in and day out, in conversations, emails, voicemails, and websites. The wrong name can hinder marketing efforts, subject a company to unnecessary legal risks, or alienate a market segment. Finding the right name—one that is legally available and linguistically viable—is a gargantuan challenge. Naming requires a strategic, creative, rigorous approach.

As soon as you label a concept, you change how people perceive it.

Adam Alter
"The Power of Names"
The New Yorker

The name of your company or product will be spoken, written, and shared countless times across myriad digital and physical touchpoints in perpetuity. It is the Energizer Bunny of brand assets.

Alina Wheeler

Naming myths

The Chevy Nova sold poorly in Mexico

Many people believe Chevrolet failed to recognize that "no va" means "doesn't go" in Spanish. The risk of a linguistic disaster is real, but this story is an urban legend.

No two brands can have the same name

Legal availability is one of the toughest aspects of brand naming. But luckily, most trademarks are limited to specific goods and services. That's why we have Dove soap and Dove Chocolate.

Getting an exact dot-com domain is vital

Many successful brands started without dot-com domains that perfectly match their brand names (e.g., Tesla was originally at teslamotors.com). And owning a domain doesn't give you legal rights to use a brand name.

The best brand names become verbs

A name that becomes a verb (e.g., "Google it" or "Uber there") may seem like marketing nirvana. But brands that are used generically run the risk of losing their trademark rights.

Names give us a shared understanding of what something is.

Maria Cypher
Principal + Creative Lead
Catchword

Qualities of an effective name

Twitter is a name with "legs":
Tweet
Retweet
Subtweet
Tweeps
Twittersphere
Twitterverse
Twitterati

Meaningful

Conveys the intended message and evokes the right feelings; resonates

Distinctive

Stands out when compared with names of competitors or peers

Adaptable

Can stretch to accommodate changes in the brand; serves as a springboard to create a unique brand language around the name

Legally available

Is unlikely to result in legal problems arising from similarity to another name used for similar goods and services

Linguistically viable

Avoids inappropriate meanings, connotations, associations, and pronunciation challenges in relevant languages and cultures

Memorable

Catches attention and sticks in the mind due to distinctiveness, brevity, emotional resonance, or structural features of the name like alliteration

Visual

Lends itself well to graphic presentation in a logo and in text

Sounds good

Is sonically pleasing or fun to say

Easy to spell

Is unlikely to cause confusion due to similarity to other words or overly difficult spelling

Easy to pronounce

Has an unambiguous pronunciation that rolls off the tongue

Types of brand names

The clearest way to classify brand names requires two dimensions: naming approach and naming construct. Acronyms (e.g., NASA), initialisms (e.g., IBM), and foreign-language names (e.g., Prego, an American brand of pasta sauce) are outliers—they're harder to classify in terms of approach and construct.

47

Brandmarks Brand elements

Designed with an almost infinite variety of shapes and personalities, brandmarks can be assigned to a number of general categories. From literal through symbolic, from word-driven to image-driven, the world of brandmarks expands every day.

The boundaries among these categories are pliant, and many marks may combine elements of more than one category. Although there are no hard-and-fast rules to determine the best type of visual identifier for a particular type of company, the designer's process is to examine a range of solutions based on both aspirational and functional criteria. The designer should determine a design approach that best serves the needs of the client and create a rationale for each distinct approach.

[Designing a logo] is usually a two-month process, but it should look like it took five minutes.

Ivan Chermayeff

The designer is the medium between the client and the audience.

Joel Katz
Joel Katz Design Associates

Signature

A signature is the structured relationship between a logotype and brandmark. Some programs accommodate split signatures that allow the mark and the logotype to be separated. Other variations may include a vertical or horizontal signature that allows choices based on application need.

The Westinghouse mark was originally designed by Paul Rand in 1959. In 2023, Paula Scher and a team at Pentagram updated the brand's visual identity system with new graphic motifs and a bespoke typeface. They did not touch the brand signature.

Signature

Brandmark   Westinghouse   Logotype

Topology of marks

Wordmarks

A freestanding acronym, company name, or product name that has been designed to convey a brand attribute or positioning

Google, eBay, Tate, Nokia, MoMA, Pinterest, FedEx, Samsung, Etsy, Coca-Cola

Letterforms

A unique design using one or more letterforms that act as a mnemonic device for a company name

Unilever, Univision, Tory Burch, Flipboard, B Corporation, HP, Tesla

Pictorial marks

An immediately recognizable literal image that has been simplified and stylized

Apple, NBC, CBS, Polo, Lacoste, Greyhound, Twitter

Abstract marks

A symbol that conveys a big idea and often embodies strategic ambiguity

Chase, Sprint, Nike, HSBC, Merck

Emblems

A mark in which the company name is inextricably connected to a pictorial element or form

KIND, TiVo, OXO, LEED, Elmer's, UNIQLO, IKEA

Wordmarks Brand elements

A wordmark is a freestanding word or words. It may be a company or product name, a phrase, or an acronym. The best wordmarks depict names legibly and distinctively, sometimes integrating abstract or pictorial elements. The striped IBM wordmark has transcended enormous technological change in its industry since debuting in 1972.

Allbirds is bringing an industrial and product design approach to the world of footwear, and we focused insanely on over two hundred possible versions to try and get it right.

Tim Brown
Co-CEO
Allbirds

Allbirds: Red Antler

IBM: Paul Rand
Allbirds: Red Antler
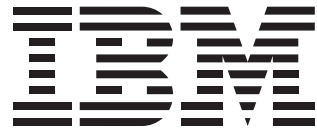
Braun: Wolfgang Schmittel redesign
Minecraft: Bold

Tate: North Design
Dally: Pentagram
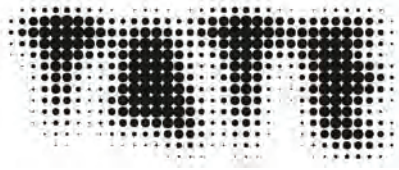
Chobani: Chobani
Mita Chocolate Co.: Moniker

La Vie: Everland
Toblerone: Bulletproof

Letterform marks Brand elements

The single letter is frequently used by designers as a distinctive graphic focal point for a brandmark. The letter is always a unique and proprietary design that is infused with significant personality and meaning. The letterform acts as a mnemonic device and is easy to apply to an app icon.
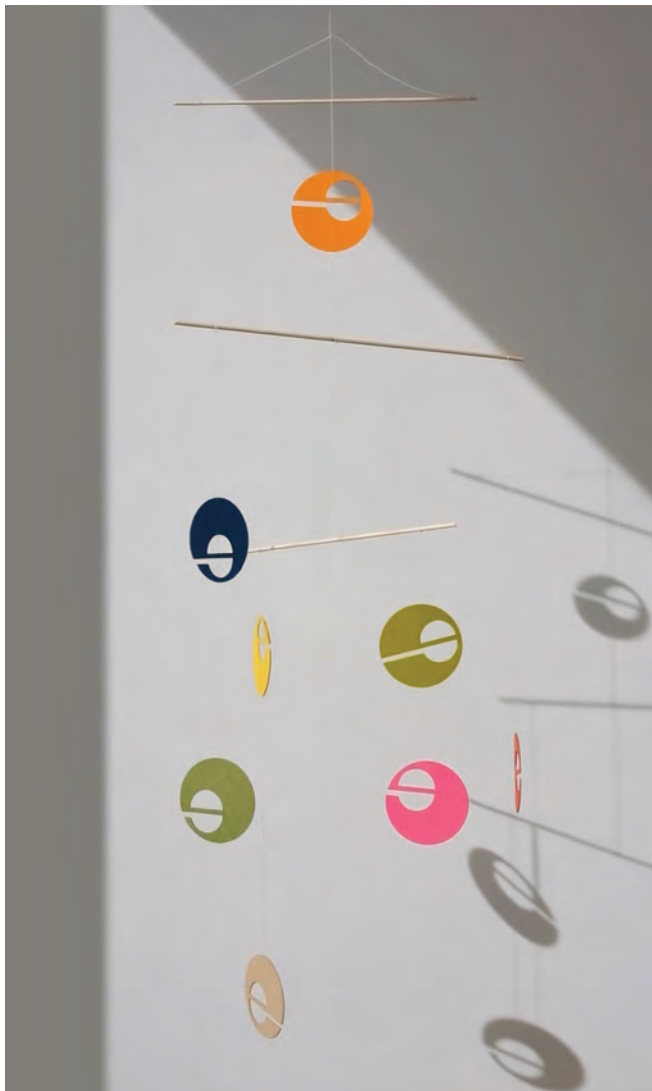
The Eames Institute of Infinite Curiosity in Sonoma County, California, showcases the design processes and problem-solving approach of Ray and Charles Eames. The institute's brand identity, designed by Manual, centers around "the curious e," a symbol of infinite curiosity.

What works good is better than what looks good, because what works good lasts.

Ray Eames

The details are not the details. They make the design.

Charles Eames
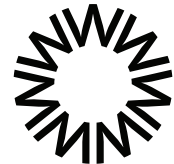
Pictorial marks Brand elements

A pictorial mark uses a recognizable image. The image itself may allude to the name of the company or its mission, or it may be symbolic of a brand attribute. The simpler the form, the more difficult it is to draw. The most skillful designers know how to translate and simplify, play with light and shadow, and balance positive and negative space.

Eagan, located just south of St. Paul, Minnesota, is home to about 70,000 people. In 2018, the city revealed a new visual identity designed by internationally recognized, Eagan-based branding agency Peters Design Company. The rebrand, which took one and a half years to complete, has been implemented on everything from flags and stationery to emergency vehicles and road signs.

Eagan's brand is about the people and natural resources and amenities. It's about the city's parks and trails and, most importantly, its trees.

Mike Maguire
Mayor
Eagan

City of Eagan: Peters Design Company
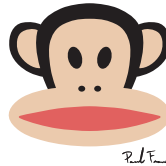
Unincorporated Coffee Roasters: Baby Giant Design Co.

Abstract marks Brand elements

An abstract mark uses visual form to convey a big idea or a brand attribute. These marks, by their nature, can provide strategic ambiguity and work effectively for large companies with numerous and unrelated divisions. Abstract marks are especially effective for service-based and technology companies; however, they are extremely difficult to design well.

The Nike Swoosh was designed in 1971. Inspired by the wings of Nike, the Greek goddess of victory, the mark is meant to convey motion while differentiating from the three stripes of Adidas. Today, the Swoosh is one of the world's most recognizable logos, whether it's stitched onto a shoe, printed on a golf club, or formed by seats in Spotify Camp Nou, the home stadium of Futbol Club Barcelona.

Nike: Carolyn Davidson
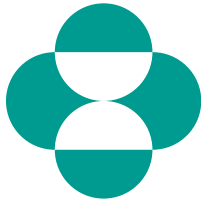
From left to right:
Hyatt Place: Lippincott
Merck:
Chermayeff & Geismar
Skiff: Pentagram
Joby: Tolleson
Exposure: Smith & Diction
Alina Wheeler: Rev Group
NO MORE: Sterling Brands
Chase Bank:
Chermayeff & Geismar
Nike: Carolyn Davidson
Human Rights First: Matchstic
Medium: COLLINS
Criativia: Criativia Brand Studio

Criativia
Branding

Criativia
Identity Design

Criativia
Internal Branding

Criativia
Brand Experience

Emblems Brand elements

Emblems are trademarks featuring a shape inextricably connected to the name of the brand. The elements are never isolated. Emblems look terrific on a package, as a sign, or as an embroidered patch on a uniform, but present the biggest legibility challenge when miniaturized.

For Joy, a CBD tea company, is driven by its commitment to clean ingredients and a shared community around things that deliver joy. As part of our strategy, we landed on an idea that joy can be found in unexpected places. We called this "The Possibility of Perspective." The final logo, an ambigram, builds on this idea and is particularly fitting because bottles are rotated upside down while you're drinking, yet the logo stays the same—an example of unexpected joy.

Bill Kenney
CEO + Cofounder
Focus Lab

Pepsi: PepsiCo, Inc

For Joy: Focus Lab

IKEA: Unknown

Design Within Reach: Pentagram

Burger King: Jones Knowles Ritchie

San Francisco: Jacob Cass (Miles Partnership)

The New York Times Food Festival: Base Design

Newman's Own: Turner Duckworth

UNIQLO: Kashiwa Sato

Brooklyn Brewery: Robot Food (original by Milton Glaser)

Dynamic marks Brand elements

Creativity always finds a way to challenge convention. Historically, brand equity has been achieved in part by the frequency and global reach of a single, unchanging icon, like Apple's logo or Nike's Swoosh. As life becomes more digital, designers have found new ways to express big ideas. Engineers and developers are beginning to partner with creative teams to craft and program the future.
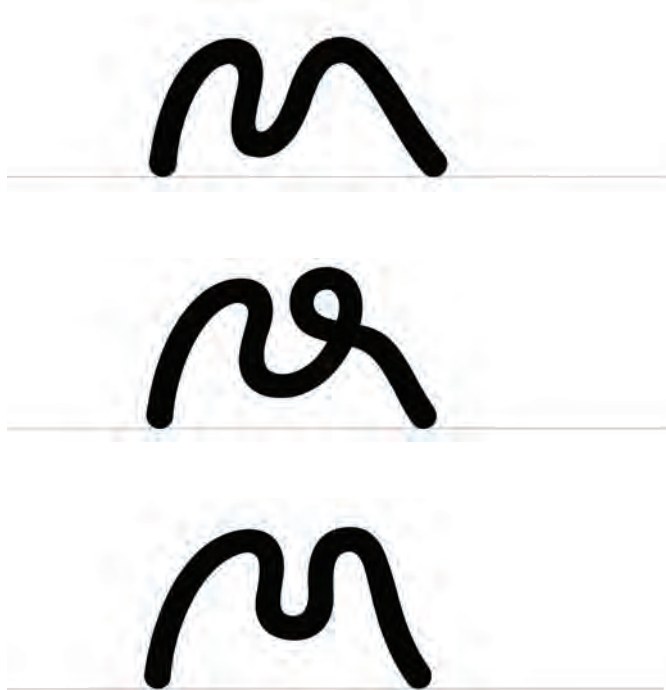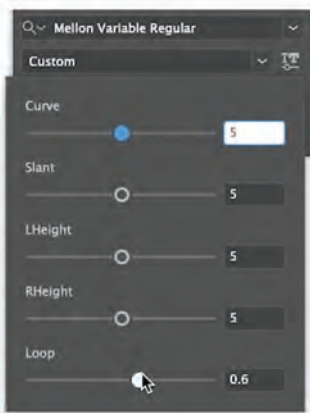
Mellon Foundation's shape-shifting brandmark, designed by Eddie Opara of Pentagram, varies in both form and material. A variable font menu allows designers to manipulate the letterform's curvature, slant, height, and other attributes.

The Mellon Foundation: Pentagram

Jodrell Bank: Johnson Banks

OCAD University: Bruce Mau

Philadelphia Museum of Art:
Pentagram

The Mellon Foundation:
Pentagram

Eames Institute: Manual

Taglines Brand elements

A tagline is a short phrase that captures a brand's essence, personality, and positioning and distinguishes the company from its competitors. Deceptively simple, taglines are not arbitrary. They grow out of an intensive strategic and creative process.

Taglines have become shorthand for what a brand stands for and delivers. Originally used in advertising as centerpieces of global marketing campaigns, taglines historically had much shorter lifespans than logos. The best taglines have long lives and transcend marketplace and cultural shifts. They are meaningful, memorable, and require frequent and consistent use. Taglines like Nike's "Just do it" have become part of the popular culture. Target's tagline "Expect more. Pay less." is a brand promise to its consumers.

There is undeniable magic to getting the words just right.

Darcy Muñoz
Partner
Prophet

The tagline featured on the front page of every issue of *The New York Times,* "All the News That's Fit to Print," is over 125 years old. Created as an advertising slogan to distinguish the paper from its more sensationalist rivals, the line first appeared in October 1896 on an electrically lit bill-board—the first of its kind in New York City.

Ideal characteristics

Short

Unique

Captures the brand essence and positioning

Easy to say and remember

No negative connotations

Easy to read, even when small

Can be protected and trademarked

Evokes an emotional response

If you decide to introduce a tagline, make sure that it's informed by customer insights, supported by a holistic communication strategy, and most of all, made real in your products, services, and experiences.

Josh Feldmeth
Senior Partner
Prophet

In the UK, taglines are called straplines or end lines.

While "tagline" and "slogan" are often used interchangeably, "slogan" more commonly refers to a line used in a specific marketing campaign.

The origin of the word "slogan" comes from the Gaelic *slaughgaiirm,* used by Scottish clans to mean "war cry."

A cross-section of taglines, new and old

Imperative: Commands action and usually starts with a verb

YouTube	Broadcast yourself
Nike	Just do it
MINI Cooper	Let's motor
Bausch + Lomb	See better. Live better.
Apple	Think different
Toshiba	Don't copy. Lead.
Virgin Mobile	Live without a plan
Crocs	Feel the love
Coca-Cola	Taste the feeling
Airbnb	Belong anywhere

Descriptive: Describes the service, product, or brand promise

TOMS Shoes	One for one
TED	Ideas worth spreading
Philips	Innovation & You
Target	Expect more. Pay less.
Concentrics	People. Process. Results.
Ernst & Young	Building a better working world
Allstate	You're in good hands
GE	Imagination at work
Nature Conservancy	Protecting nature. Preserving life.
Bounty	The quicker picker upper

Superlative: Positions the company as best in class

De Beers	A diamond is forever
BMW	The ultimate driving machine
Lufthansa	Nonstop you
National Guard	Americans at their best
Budweiser	King of beers
Adidas	Impossible is nothing
Dunkin'	America runs on Dunkin'

Provocative: Thought-provoking; frequently a question

Verizon Wireless	Can you hear me now?
Microsoft	Where are you going today?
Mercedes-Benz	What makes a symbol endure?
Dairy Council	Got milk?
Capital One	What's in your wallet?

Specific: Reveals the business category

The New York Times	All the news that's fit to print
Olay	Love the skin you're in
Volkswagen	Drivers wanted
eBay	Happy hunting
Skittles	Taste the rainbow
Dollar Shave Club	Shave time. Shave money.

Characters **Brand elements**

It's alive! A character trademark embodies brand attributes or values. Characters quickly become the stars of ad campaigns, and the best ones become cultural icons. Along with their distinctive appearance and personality, many characters have recognizable voices and jingles, enabling them to leap off the silent shelf space into your life.

While the ideas that drive the personification may be timeless and universal, characters rarely age well and usually need to be redrawn and dragged into contemporary culture. The Michelin Man, well over one hundred years old, has been modified numerous times. As moms became working women, Betty Crocker was caught between generations. The Columbia Pictures goddess received a major facelift, but she has never looked happy and satisfied holding that torch. Each Olympics creates a mascot that will be animated and reanimated in thousands of stuffed animals. Who knew a gecko could sell car insurance?

Poppin' Fresh, more widely known as the Pillsbury Doughboy, is an advertising icon and mascot of the Pillsbury Company. In 1965, Rudolph Perz, a copywriter working on the Pillsbury account for Leo Burnett advertising agency in Chicago, came up with the idea for the brand mascot, who would pop out of a can of refrigerated dough. The character's name was a nod to the product's quality and freshness.

Image courtesy of Pillsbury + General Mills

The Gecko has a Cockney accent and has starred in ad campaigns. Geico was the first auto insurance company to invest in advertising.

The GEICO Gecko: The Martin Agency

Historic characters

Julius Pringles (Mr. P):
Jones Knowles Ritchie

Character	Company	Year created
Uncle Sam	US Government	1838
Aunt Jemima	PepsiCo.	1893
Michelin Man	Michelin	1898
Mr. Peanut	Planters	1916
Betty Crocker	General Mills	1921
Reddy Kilowatt	Electric company	1926
Jolly Green Giant	B&G Foods	1928
Leo the Lion	MGM Pictures	1928
Mickey Mouse	Walt Disney Co.	1928
Windy	Zippo	1937
Rosie the Riveter	US Government	1943
Smokey the Bear	US Forest Service	1944
Elmer the Bull	Elmer's Glue	1947
Barbie	Mattel	1951
Tony the Tiger	Kellogg	1951
Trix Rabbit	General Mills	1960
Charlie the Tuna	StarKist	1961
Chi Chi	WWF	1961
Columbia Goddess	Columbia Pictures Corporation	1961
Lucky the Leprechaun	General Mills	1963
Ronald McDonald	McDonald's	1963
Pillsbury Doughboy	General Mills	1965
Julius Pringles (Mr. P)	Kellanova	1967
Ernie Keebler + the Elves	Kellogg	1969
Nesquik Bunny	Nesquik	1970s
Jollibee	Jollibee	1978
Mario	Nintendo	1981
Energizer Bunny	Eveready Energizer	1989
Clippy	Microsoft	1996
AFLAC duck	AFLAC Insurance	2000
Serta Counting Sheep	Serta	2001
Gecko	GEICO	2002
Mr. Mucus	Mucinex	2004
Cleatus the Fox Sports Robot	Fox Corporation	2005
Android robot	Google	2007
Owly	Hootsuite	2008
Kumamon	Kumamoto Prefecture	2010
Duo	Duolingo	2011

Brand dynamics

The next big thing is already happening. Society is evolving unpredictably from moment to moment. As the market transforms itself, the best brands innovate continuously in response to social change, technology, popular culture, research, and the political landscape. Great brands acknowledge our paradoxical nostalgia for a simpler past to cushion us from relentless change.

A fusion of technologies is blurring the lines between the physical, digital, and biological spheres.

Sergei Brin
Google Cofounder + Alphabet President

We live in an age of Apple and Tesla, where minimal design has taken charge and logos are stripped back to live on mobile devices. It made me wonder: What would Gaudí do? So, I used Midjourney and Photoshop to create some answers, turning minimal appliances into art-nouveau sculptures.

Marcus Byrne
Digital artist

© Marcus Byrne

Moving into the mainstream

Artificial intelligence
DeepMind
Microsoft
OpenAI

Autonomous vehicles
Tesla
Uber
Waymo

Blockchain + web3
Ethereum
Ledger
OpenSea

Changing demographics
AARP
Humana
Pfizer

Creator economy
Etsy
Patreon
Shopify
Substack

Crowdsourcing
Crowdspring
99designs
Upwork

Cryptocurrency
Binance
Coinbase
Crypto.com

Drones
DJI
Parrot
Skydio

Gender fluidity
Origami Customs
TomboyX
Wildfang

Hybrid work
Slack
Zoom

Mental health + mindfulness
BetterHelp
Calm
Headspace

Mobile health
GoodRx
MyChart
Teladoc

On demand
Meituan (美团)
Uber Eats
Zomato

Quantum computing
IBM
IonQ
Quantinuum

Robotics
Boston Dynamics
Robosapien
Roomba
Sphero SPRK

Sharing economy
Airbnb
DiDi
DogVacay

Space
Blue Origin
SpaceX
XPRIZE

Subscription boxes
Birchbox
Blue Apron
Stitch Fix

Sustainability
Levi's SecondHand
Patagonia
Seventh Generation

3D printing
3D Systems
Creality
Prusa

Virtual + mixed reality
HTC Vive
Meta Quest
PlayStation VR

Voice assistants
Alexa
Google Assistant
Siri

Wearables + quantified self
Apple Watch
Oura
Xiaomi Watch

Social robots will interact with people, not just replace them. Human and machine will partner to provide products and services in ways we haven't before—each providing its own strengths.

Richard Yonck

Futurist
Intelligent Future Consulting

Quantum computing, which aims to harness the principles of quantum mechanics to solve extremely complex problems, could revolutionize fields as diverse as drug discovery, climate science, finance, and cryptography. This ion trap, built by IonQ, uses electromagnetic fields and lasers to suspend, cool, manipulate, and measure individual ions. With these trapped ion quantum processors inside their various commercially available systems, IonQ builds some of the world's most advanced, accurate quantum computers.
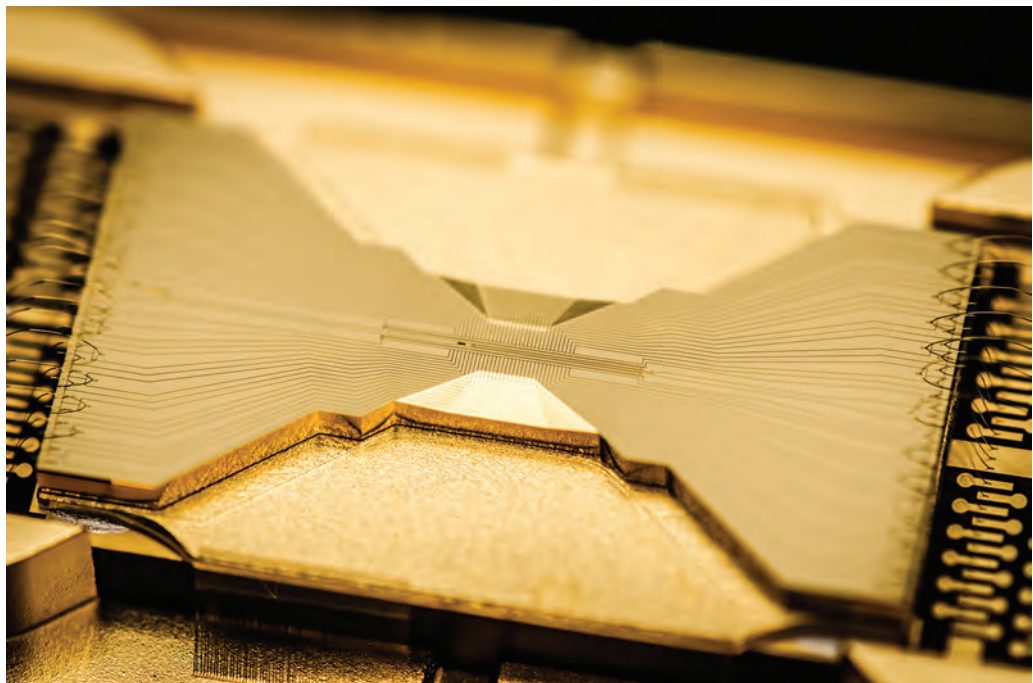
IonQ

Social justice **Brand dynamics**

Increasingly, brands are exerting their influence in support of social justice causes, amplifying activist voices, and promoting diversity, equity, and inclusion. While most consumers say they prefer brands that take stands on issues they care about, there is less evidence that these stances affect actual buying behavior.

In addition to making a positive impact on the world, embracing social justice gives brands an opportunity to engage with consumers on a deeper, more emotional level. Brands like Ben & Jerry's and Patagonia have built reputations for caring about equality, workers' rights, and the environment.

But aligning a brand with a cause can be risky. When words are not backed up with actions,

consumers are quick to accuse companies of opportunism. Those truly on a mission to effect change will go beyond advertising and social media to examine their hiring practices, performance reviews, leadership, partners, and suppliers. Authenticity matters, and in this age of social media and consumer activism, insincerity and lack of follow-through are getting easier to spot.

Taking a stand does mean having some people who stand against you, and you have to be okay with that.

Marisa Mulvihill
Partner
Prophet

It's naive to think business doesn't have anything to do with the outside world. Business impacts how wealth is distributed, which in turn factors into gender, racial, and economic disparity. It makes for a more fair society when businesses work to break the cycle of poverty and systemic racism.

Tiffany Apczynski
Vice President, Public Policy and
Social Impact
Zendesk

If you're a brand celebrating International Women's Day and you don't have any women on your board, that's something that's going to get noticed and called out, and actually will end up being a negative versus a positive.

Nicole Penn
President
EGC Group

Ben & Jerry's Homemade, Inc.

Ben & Jerry's has a history of political activism and advocacy for social justice. In 2021, the company released a new flavor, Change Is Brewing, which has promoted police reform and voting rights. The ice cream, offered in partnership with Black Voters Matter, features coffee from BLK & Bold, a Black-owned coffee company, and pint artwork by Black multidisciplinary artist Laci Jordan.

These purpose pints are maybe the purest representation of our model of using the power of business to drive change. It's also an opportunity for us to bring levity to some tough issues in a respectful way.

Matthew McCarthy
CEO
Ben & Jerry's

Dos and don'ts for brands taking a stand on social and political issues

To protest racism and police brutality, many celebrities, artists, brands, and concerned citizens participated in #BlackoutTuesday on June 2, 2020. Posting a solid black square on social media was seen as an act of solidarity, although some brands and users were accused of performative participation with no intention of taking meaningful action.

Do

Ensure that the brand's statements and actions are backed by a genuine commitment that is supported by senior leadership.

Substantiate communications and commitments with actions, behaviors, and funding.

Learn about the issues in question before making any statements.

Represent a diverse array of people in advertising and communications; avoid stereotypes.

Ensure equality in hiring and pay.

Assume change will take time; commit to standing up for important causes for the long haul.

Expect backlash—taking a stand may mean customer boycotts, employee unrest, and accusations of "woke-washing" or lack of focus.

Don't

Make statements in support of causes without taking any actions to support them.

Post on social media during holidays honoring marginalized groups, then forget about them until the next holiday.

Copy what other brands are doing or saying without fully understanding the issue.

Promise to give a small sum of money to a good cause for every like or repost on social media.

Overcommit by trying to take a stand on every social and political issue.

Ignore the risk of saying and doing nothing.

Expect customers to immediately "reward" the brand for its virtuous statements and actions.

Beginning in 2020, in part as a response to murders of unarmed African American men in the United States, many brands, sports teams, and other organizations began replacing or eliminating racist or otherwise offensive names, logos, mascots, language, or other brand elements.

Edy's Pie: previous name included a derogatory term for Inuit people

Cheer cheese: previous name included a racist slur for Black people

Pearl Milling Company: previous name and logo contained a stereotype of African American women

Washington Commanders: previous name included a racist slur for Native Americans

Land O'Lakes: previous package included an image of a Native American

Mutual of Omaha: previous logo included an image of a Native American

Sustainability Brand dynamics

Making a difference has become essential to building a brand. Consumers are shopping their values, and businesses are rethinking their value propositions. The triple bottom line model— people, planet, profit—represents a fundamental shift in how businesses measure success.

Historically, the purpose of business has been to create shareholder value. The new imperative integrates economic prosperity with protecting the environment and demonstrating care for communities and employees. For many, sustainability will require radical innovation:

retooling what they make, how they make it, and how it is distributed. A new generation of companies envisions sustainability as the core purpose of their brand promise. Authenticity is critical. Social media users are quick to call out brands that don't keep their promises.

The least I can do is speak out for those who cannot speak for themselves.

Jane Goodall
Founder
The Jane Goodall Institute

Develop a new business model.
Innovate responsibly.
Build community and volunteer.
Reduce carbon footprint.
Design smarter.
Rethink product life cycle.
Create long-term value.
Redesign manufacturing process.
Eliminate waste.
Do no harm.
Instigate meaningful change.
Make theory action.
Use energy efficiently.
Look at material alternatives.
Use renewable resources.
Value health and well-being.
Evaluate supply chain.
Rethink packaging and products.
Promote environmental awareness.
Do business with integrity.
Educate about sustainability.
Reuse, recycle, renew.
Promote credible certification.
Think people, planet, profit.
Revisit your mission.
Commit to core values.
Set environmental policy.
Demand transparency.
Evaluate business practices.
Set benchmarks for progress.
Create healthy workspaces.
Redefine prosperity.
Buy fair and buy local.
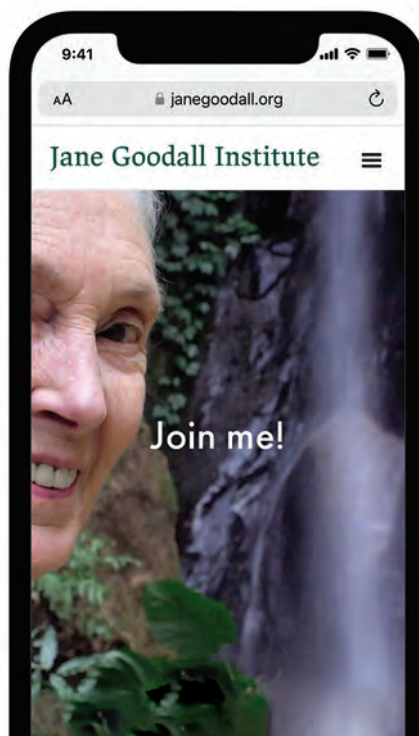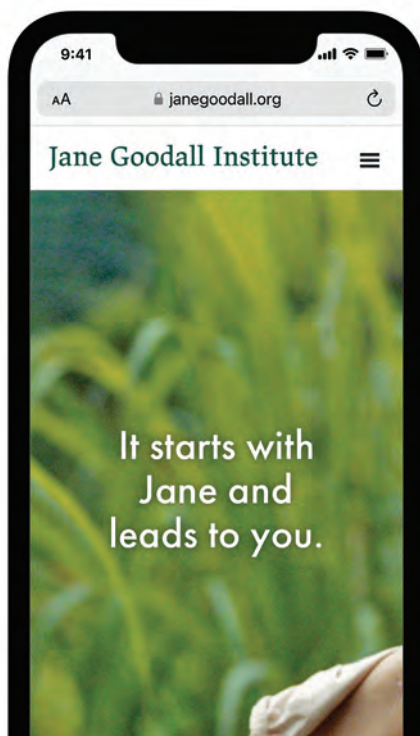
The Jane Goodall Institute has fought to protect apes and primates from disease and trafficking.

¡GuateAmala!: Bruce Mau Design

In 2004, a group of Guatemalan leaders of the Fundación Proyecto de Vida asked Bruce Mau Design to assist in producing a vision for the future of Guatemala, as a way to galvanize action and create a positive movement for the country going forward, after three decades of civil war. The multifaceted vision needed to embrace many initiatives across different regions in Guatemala, incorporate many partners, and resonate internationally.

Although the work began as a visual identity and communications strategy, it is an example of how creative and analytical thinking in the design process can be applied to cultural, political, and behavioral problems.

Of course, we can't solve Guatemala's problems—that can only be accomplished by Guatemalans. But by sharing our communication tools, we can help. What could be better than that?

Bruce Mau

Global and local Brand dynamics

While globalization has blurred the distinctions among cultures, the best brands pay attention to cultural differences and localize. Online, on our desktops, and on our mobiles, geography has become less relevant. Cultural insight is critical to anyone who is building a brand.

Naming, logo design, image development, color, key messages, and retail spaces require the creative team to pay attention to connotation and the complexity of subtle cultural differences. The history of marketing is filled with too many stories about companies offending the very market that they were trying to impress. Assumptions and stereotypes stand in the way of building brands that understand customers and celebrate their uniqueness.

Understand the different layers of a culture. Show your respect and make it relevant.

Carlos Martinez Onaindia
Global Creative Studio Leader
Deloitte

From local to national, regional, and global, the best brands grow one customer at a time, creating conversations, understanding individual customers' needs, and transcending all geographic boundaries.

Gustavo Koniszczer
Managing Director
FutureBrand Hispanic America

Deloitte provides professional services through a globally connected network of member firms in more than 150 countries. Binding them, more than anything else, is the brand. This magazine cover from Japan demonstrates how Deloitte makes every effort to express itself consistently while also being respectful of global cultures. The imagery style reflects the Japanese ideals of balance and harmony. White is the dominant color, since black backgrounds, broadly used in other parts of the world, are considered ominous in Japan.

Fundamental principles
Ronnie Lipton, *Designing Across Cultures*

Assume cultural complexity. "Hispanic," "Asian," or "Chinese" is not "a" market.

Immerse your team in the cultures of your customers. Explore perceptions, values, behaviors, and trends.

Make sure your team includes trusted native experts. Subtle cultural differences and trends are often invisible to outsiders.

Research and test to avoid stereotypes and other misconceptions.

Test widely to ensure brand connection across diverse cultures within a country or region.

Test often to keep the brand relevant. Plan to keep a team in—or in close touch with—the region.

Layers of culture
Carlos Martinez Onaindia, Deloitte

Objective variables

Naming
Language
Writing
Symbols
Color
Sound

Subjective variables

Aspirations
Values
Emotions
Humor
Expectations
Feelings

Cultural variables

Societal
Economic
Spiritual
Religious
Intellectual
Ethical

Branding in China
Labbrand

General

The need for cultural understanding impacts naming, product design, identity design, taglines, and color selection.

Due to the rapid rate of development in China, it is vital to monitor cultural and economic changes.

China is a place where diverse influences converge, where local and foreign brands coexist, and where changes are local and international.

Cultural heritage is important for Chinese consumers. It is an ancient culture.

Mandarin and Cantonese are the main, but not the only, Chinese dialects.

China's trademark registration is competitive. Brands must be aware of the intellectual property regulations in China and incorporate this into their brand development process.

Naming

Chinese is a character-based language with essentially small picture icons conveying both meaning and pronunciation.

A Chinese name should reflect brand attributes, and does not need to be a direct translation of the original name.

The pronunciation and connotations of the Chinese language vary greatly by region. Testing in the main Chinese dialects to avoid negative associations is critical.

Creating a local- or foreign-sounding Chinese name depends on the brand's target consumer, competitors, cities, industry, and other marketplace dynamics.

Sometimes Chinese names are chosen for the similarity of sound to the original brand name, but more often for an associative and relevant meaning.

The emphasis on auspiciousness, good fortune, happiness, power, and status is important in Chinese culture.

Artificial intelligence Brand dynamics

Artificial intelligence (AI) includes any attempt to simulate human intelligence with a machine. AI is already part of our everyday lives in applications such as search engines, social media algorithms, and email spam filters. As AI continues to improve, it promises to revolutionize nearly every industry, from finance to healthcare.

In branding, AI has the potential to increase the efficiency of nearly every task required for brand creation and management. It will improve brand experiences, making them more relevant, personal, and convenient.

AI text and image generators can aid in ideation, content creation, design, product prototyping, copywriting, and more. While risks and intellectual property questions abound, AI just keeps getting "smarter."

Of all a company's functions, marketing has perhaps the most to gain from artificial intelligence.

Thomas H. Davenport, Abhijit Guha, and Dhruv Grewal
"How to Design an AI Marketing Strategy," *Harvard Business Review*

AI chatbots are capable of simulating human conversation, answering questions, and solving problems. In branding and marketing, tools like ChatGPT (developed by OpenAI) can be used for anything from learning about an industry to generating brand name ideas.

The genie is out of the bottle. We need to move forward on artificial intelligence development but we also need to be mindful of its very real dangers. I fear that AI may replace humans altogether.

Stephen Hawking
Theoretical physicist + cosmologist

Should the next edition of Designing Brand Identity include information on artificial intelligence?

Yes, the next edition of "Designing Brand Identity" should definitely include information on artificial intelligence. As AI continues to play a significant role in the branding landscape, it is essential for design professionals and businesses to stay informed about the latest developments and their implications. Including a section on AI in the book will help readers understand its applications in areas such as personalization, data-driven decision-making, and content generation. Additionally, discussing potential ethical concerns and best practices will help professionals navigate this rapidly evolving technology responsibly. Incorporating AI information will ensure that the book remains a comprehensive resource for those looking to create and maintain successful brand identities in the digital age.

Isodope is the online persona of Isabelle Boemeke, a nuclear energy advocate and influencer. To create other-worldly imagery, iconography, and typography for the brand, &Walsh enlisted the help of DALL·E, an AI image generator.

It felt right to do our first AI branding with a project aimed towards protecting the future of humanity.

Jessica Walsh
Cofounder
&Walsh

I'm pretty sure that AI image generation technology will be an essential part of any designer or artist's process in the future. There is no reason to fear that; it's just like any other tool. AI can take much tedious work with complex software off our plates, so we are free for more creative activities!

Lucas Luz
Art Director
&Walsh

Isodope: &Walsh
(creative agency/design studio)

Big data analytics Brand dynamics

Big data is getting bigger every nanosecond (think zettabytes, each of which is a billion terabytes). Advances in analytics, machine learning, and artificial intelligence are helping us make faster, better decisions, cut costs, and, in some cases, predict the future. Implications for brands range from optimizing the customer experience to spotting business trends. Creative ideas, design thinking, and brand strategy still require human involvement—for now, at least.

Big data is arriving from multiple sources at an alarming velocity, volume, and variety.

www.ibm.com

Be familiar with your organization's priorities and objectives in data gathering. Designers do not need to be data scientists, but building an agile brand requires knowing how to interpret the data and having a seat at the table.

Gaemer Gutierrez
Creative Director
Store Brand Portfolio
CVS Health
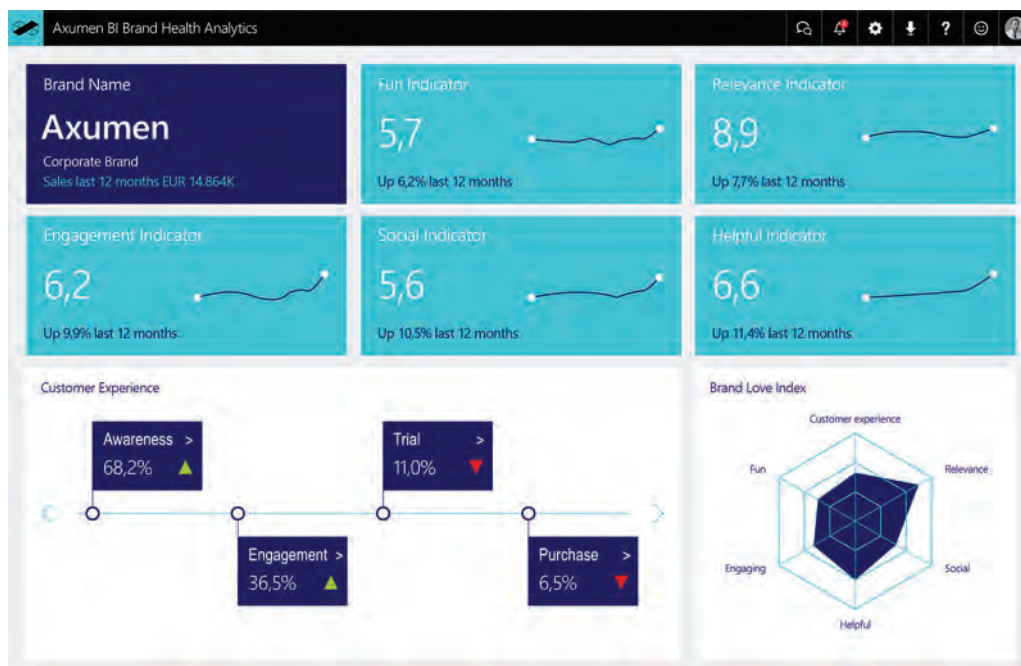
Brand touchpoints leave digital fingerprints, transforming brands into clusters of data. Advanced analytics and artificial intelligence transform these clusters into actionable insights and predictions.

Anders Braekken
CEO + Founder
Axumen Intelligence

Data visualization is crucial for understanding behavior, discovering patterns, and obtaining unique and compelling insights.

Digital fingerprints

Axumen Intelligence

Post ratings and reviews of products and services

Publish own website

Publish own blog

Write and edit articles on Wikipedia

Read customer reviews and ratings

Social media likes, follows, and shares

Read, write, comment, and repost on social media

Recommend and refer sites and posts to friends and family

Participate in online forums

Comment on other people's blogs

Publish photos on media like Instagram

Listen to podcasts and webinars

Use news aggregators such as Google News

Upload video content to YouTube

Post own online articles and stories

Data basic concepts

Ramesh Dontha, Managing Partner, Digital Transformation Pro

Descriptive analytics

Descriptive analytics describe the past and provide historical insights into an organization's operations (brand performance, marketing ROI, finance, sales, human capital, inventory, and so on).

Predictive analytics

Predictive analytics are not about predicting the future accurately, but rather forecasting with probabilities of what might happen.

Prescriptive analytics

Prescriptive analytics advise on possible courses of action given the probable outcomes and what might happen with those courses of action.

Algorithm

An algorithm is a mathematical formula or statistical process used to perform an analysis of data.

Data mining

Data mining is about finding meaningful patterns and deriving insights in large sets of data using sophisticated pattern recognition techniques.

Cloud computing

Cloud computing is essentially software and/or data hosted and running on remote servers and accessible from anywhere on the internet.

Machine learning

Machine learning is a method of designing systems that can learn, adjust, and improve based on the data fed to them.

Structured vs. unstructured data

Structured data is any information that can be put into relational databases. Unstructured data is everything that can't—email messages, social media posts, recorded human speech, and so on.

The analytics continuum
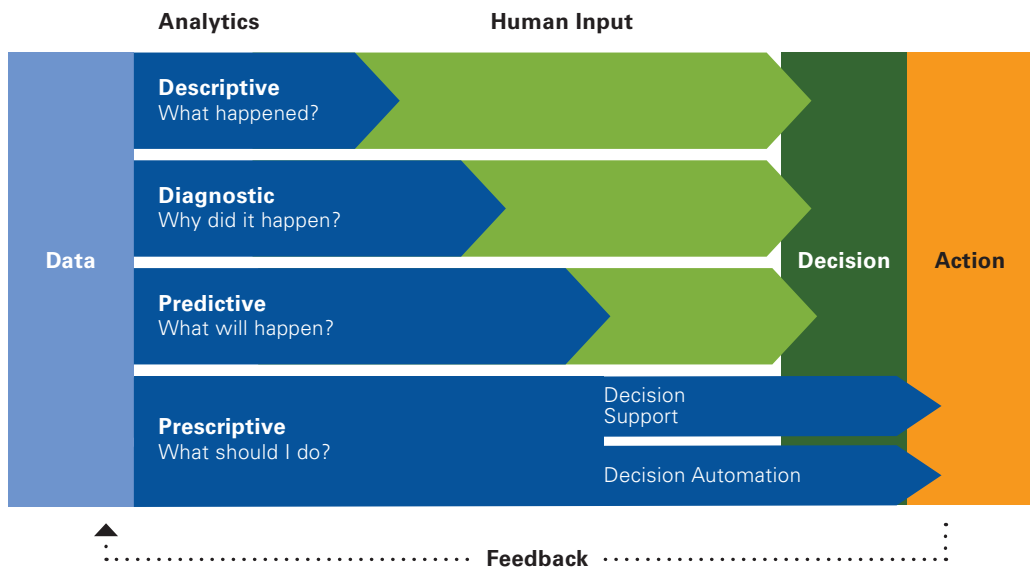
© 2014 Gartner

Social media Brand dynamics

While the pros and cons of social media will continue to be debated, one thing is clear: its relevance to branding cannot be denied. Major platforms continue to add features for brands to connect with, sell to, and learn from their customers. An ecosystem of supporting apps—from graphic design to analytics and scheduling—has been born. Everyone is a player, producer, designer, photographer, writer, streamer, and distributor.

Everyone and their grandparents are on social media. It's no longer an option for brands— it's a necessity.

Brian Hollingsworth
Director + Designer
Hollingsworth And
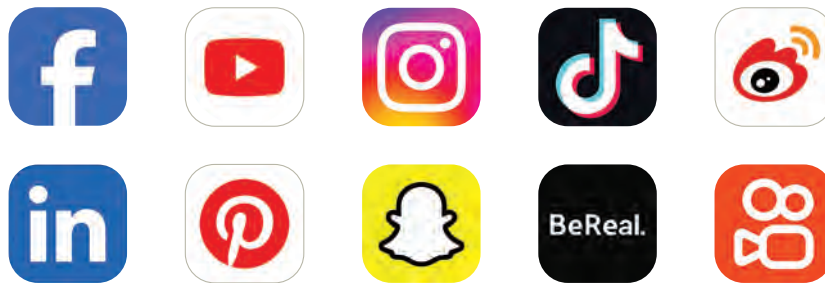
Measuring success

Quantitative
Fans/followers
Shares
Likes
Comments
Traffic/visitors
Clicks/conversions
Views
Reach
Saves/bookmarks
Average watch time

Qualitative
Engagement
Conversation quality
Fan loyalty
Insights/research value
Word of mouth
Brand reputation
Influence

Social media categories

Communication
Blogs
Microblogs
Forums
Social networks
Collaboration
Wikis
Social bookmarks
Social news aggregators
Reviews
Messaging
Chat rooms

Entertainment
Photo sharing
Video sharing
Livecasting
Audio and music sharing
Virtual worlds
Games

Earn the respect and recommendation of your customers. They will do your marketing for you, for free. Great service starts great conversations.

Andy Sernovitz
Word of Mouth Marketing

78

Rules for brands on social

Caroline Tiger, Content Strategist

Be choosy

Depending on resources and objectives, limit your number of platforms. Where does your target audience live? How many channels can your team handle well?

Calendar, calendar, calendar

Plan your messaging and your editorial and social schedules side-by-side a year out. (This calendar is a living document.)

Have sub-strategies

Beneath your umbrella strategy, devise clear ones for each channel. Maybe Facebook is for employee engagement, LinkedIn is for sharing industry news, and YouTube is for product tutorials.

Repeat after me: Repurpose!

One video interview can yield a blog series, a podcast episode, short video clips, a download, quotes for #mondaymotivation on Instagram, and so on.

Hire former journalists

They know how to find the golden nuggets.

Adhere to the 80/20 rule

80 percent content curation and community building, 20 percent self-promotion.

Watch the auto-posting

Be ready to jump in and turn off auto-updates during times of crisis or opportunity.

Establish a brand voice and stick to it

Your tone may vary, but your company's voice needs to remain consistent across all channels.

Add bling

Ideally each post you send out has a visual. (A graphic designer or someone with basic design skills is essential to a social media team.)

Always be learning

This field is ever-changing—cultivate a hunger for discovery and a willingness to evolve.

Webflow, the world's leading visual development platform for building powerful websites without writing code, uses TikTok to engage with its community by creating entertaining, educational, and inspiring content.

Don't undervalue SEO on TikTok—it is now becoming the go-to search engine for Gen Z.

Deepak Kanda
Head of Social Media
Webflow

How to make your navigation bar transparent

TikTok @webflow
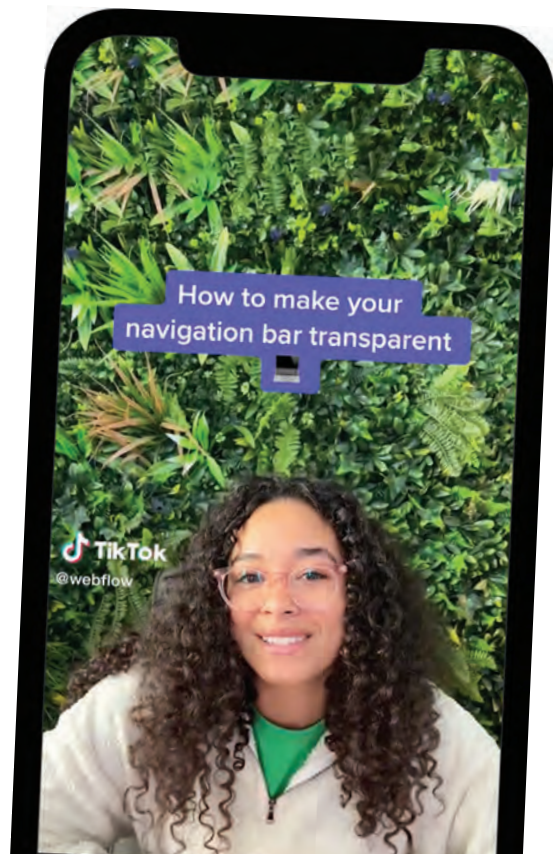
Digital interfaces Brand dynamics

Devices and screens are with us everywhere we go. We send texts from our watches, catch Pokémon with our smartphones, talk to Siri while driving, and don virtual reality (VR) headsets to play table tennis against friends on the other side of the world. Virtual, augmented, and mixed reality take flat-screen experiences we've become accustomed to and bring them into our three-dimensional world—or us into theirs.

VR coaches could teach us everything from how to play a musical instrument to how to move the body.

Joseph Foley
Creative Bloq

We must design for the way people behave, not for how we would wish them to behave.

Donald A. Norman
Author, Living with Complexity

As adoption rates go up and as consumers are using augmented reality and VR, it's going to be a natural place for marketers to shift their thinking and their dollars. The technology is becoming more democratized.

Matt Mills
EVP, Creative
Fuel Content Studio

Golden rules of user interface design
Ben Shneiderman, *Designing the User Interface*

Strive for consistency

Keep sequences, terminology, and color consistent where possible.

Seek universal usability

Recognize and design for the needs of diverse users.

Offer informative feedback

For every user action, there should be an interface feedback.

Design dialogs to yield closure

Gives users the satisfaction of accomplishment.

Prevent errors

As much as possible, design the interface so that users cannot make serious errors.

Permit easy reversal of actions

Relieve anxiety—let users know that errors can be undone.

Keep users in control

Give users the sense that they are in charge of the interface.

Reduce short-term memory load

Avoid making users remember information from one display to the next.
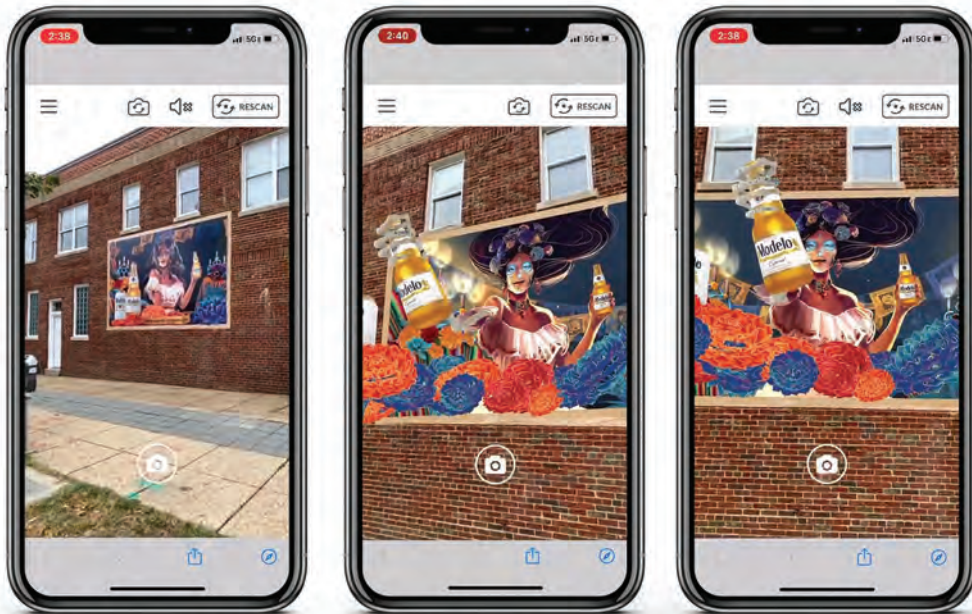
Constellation Brands worked with Groove Jones to develop an interactive mural as part of Modelo Especial's celebration of Dia de los Muertos. By viewing the mural through their smartphone cameras, people could see a 3D, augmented reality image.
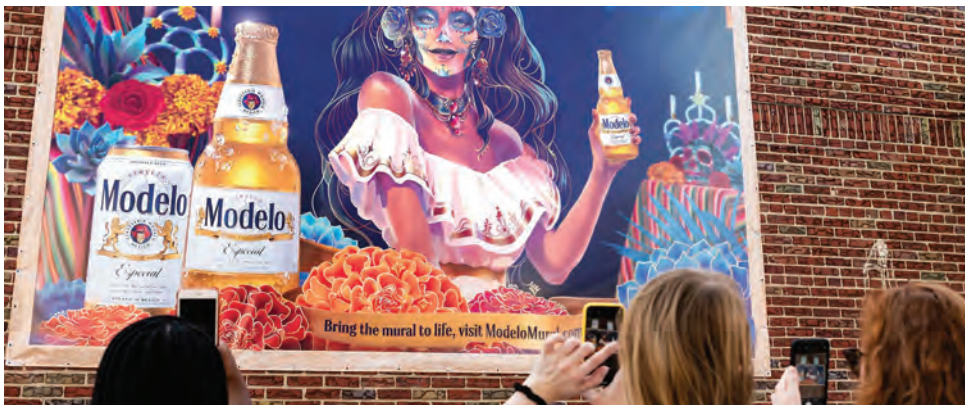
The AR experience depicts traditional Dia de los Muertos imagery with marigolds, an ofrenda, candles, and a beautiful Katrina holding an ice-cold Modelo Especial.

Dan Ferguson

Cofounder
Groove Jones

Constellation Brands,
Modelo Especial: Groove Jones

Mobile apps Brand dynamics

Apps have become a necessity. Like the best brands, you can't imagine life without them. Housed in a digital curio cabinet of collectibles, our choices reveal who we are, what we value, and how we manage our priorities. Of the millions of these small, affordable pieces of software available today, chances are you have dozens on each of your mobile devices.

The best apps are the ones that become part of your daily routine and life.

Kevin Lee
Technologist

The Chroma AR app, created by Bluecadet for the Metropolitan Museum of Art in New York, employs augmented reality to let users get up close and personal with a 2,500-year-old sphinx.

The Metropolitan Museum of Art, Chroma AR: Bluecadet

Best app qualities

Andrew Gazdecki
CEO, Bizness Apps

Reliable and consistent performance; carefully tested and tried

Compatible with whatever mobile platform and device you choose

Fast loading time

Continuous and uninterrupted performance

Useful and/or entertaining
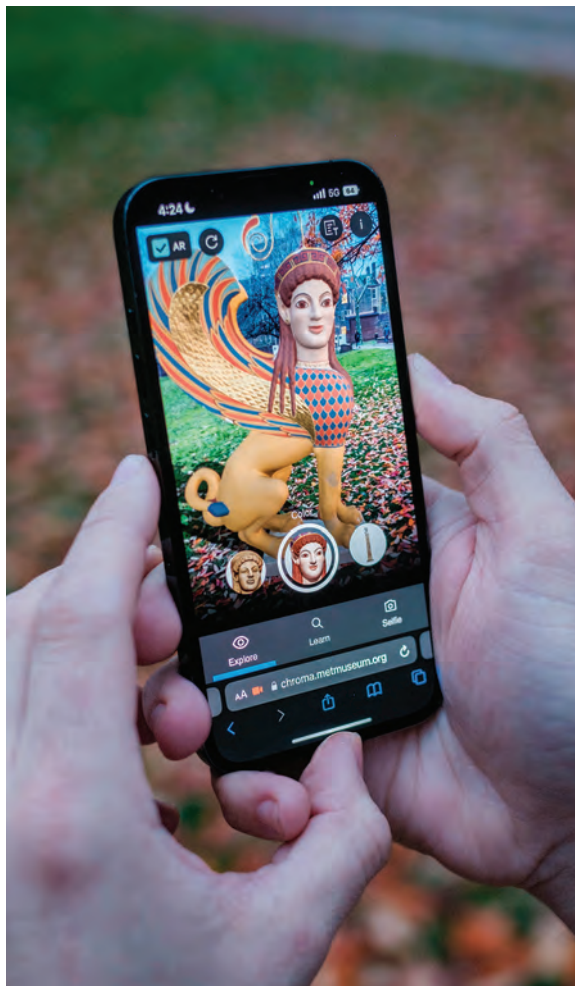
App categories

Auto and vehicle
Beauty
Books
Business
Comics
Dating
Developer tools
Education
Entertainment
Events
Finance
Food and drink
Games
Graphics and design
Health and fitness
House and home
Kids
Lifestyle
Maps and navigation
Medical
Music and audio
News and magazines
Parenting
Personalization
Photo and video
Productivity
Reference
Shopping
Social networking
Sports
Travel and local
Utilities and tools
Weather

The best apps focus on one task, and do it very, very well. The single easiest way to screw up an app is to try to make it do too many things.

Brandmark	Wordmark	Letterform	Character	Imagery	Skeuomorphic
TikTok	Calm	Hinge	Duolingo	GarageBand	Amazon Shopping
Target	Uber	Airbnb	Subway Surfers	Stellarium Mobile	µBrowser
Starbucks	Zoom	Venmo	Yoga | Down Dog	Apple Maps	AliExpress
Threads	Canva	Google	MONOPOLY GO!	Libby	Final Cut Pro
Tinder	Etsy	McDonald's	Waze Navigation	The New Yorker	Paprika Recipe Manager 3

Brandmark

These icons build on the equity of the brand's mark, even if it is only part of the full signature.

Wordmark

The entire brand name logotype is legible on the app icon.

Letterform

A single, bold letter may be the actual brandmark or one letter of the name.

Character

Whether it doubles as the brandmark or not, a person, animal, or anthropomorphized object stares out from the app icon. Many games favor this approach.

Imagery

A range of illustration and imagery styles are used to communicate the nature of the app or the personality of the brand.

Skeuomorphic

The icon resembles a real-life object—or a cartoonish version of it—sometimes using the shape of the icon as part of the illustration. AliExpress turns its icon into a shopping bag.

Evidence-based marketing Brand dynamics

Marketing has always been part art, part science. But for the past decade, academics have increasingly influenced how practicing marketers think about branding and marketing.

Through popular books like *How Brands Grow*, proponents of evidence-based marketing argue that marketers should rely on laws backed by data rather than conventional marketing wisdom. They point out that many principles taken for granted by branding professionals have little or no empirical support. Work by researchers such as those at the Ehrenberg-Bass Institute for Marketing Science and the Institute of Practitioners in Advertising has led many to think differently about how to effectively build and maintain strong brands.

A brand is shaped through a series of moments in time—moments that people remember and associate with one another.

Paul Bailey
Brand Strategy Director
Halo

Mental and physical availability
Excerpts from *How Brands Grow* and *Distinctive Brand Assets*

Mental availability

Probability that a buyer will notice, recognize, or think of a brand in buying situations

Depends on the quantity, quality, and freshness of brand associations in consumers' minds

Distinctive, consistent brand cues help build strong associations

Sometimes called "brand salience" (but not the same as brand awareness)

Physical availability

Easy to notice and buy, for many consumers, across many buying situations

Is the brand where it should be? Is the brand easy to spot? Have barriers to purchase been removed?

Includes retail penetration, presence in store, hours of availability, ease of purchase

Being noticed and considered is often the biggest factor in why a brand is bought or not. So the big marketing issue is how to get a brand thought of, more often, in more buying situations.

Byron Sharp
How Brands Grow

Asset types

Symbols

Logos

Colors

Typefaces

Taglines

Sounds

Music

Product shapes

Characters

Celebrities

Shapes

Tone of voice

Distinctive brand assets

Distinctive brand assets, or brand codes, create an immediate connection. They are shortcuts to brand associations—cues for people to remember all their previous experiences with a brand. They are often unique, ownable, and legally protectable.

Requirements for distinctive brand assets

Be unique: Make your target audience think of your brand, not competitors'.

Stand out: Attract the attention of your target audience and set yourself apart.

Be well-known: Ensure that enough of your target audience associates the brand element with your business or product.

Lucky Charms cereal's distinctive brand assets include the logo, Lucky the leprechaun equity character, jingle, and bespoke charms.

"Hearts, Stars and Horseshoes, Clovers and Blue Moons, Unicorns, Rainbows and tasty Red Balloons!"

Brand building vs. sales activation
Les Binet and Peter Field

Long-term brand building activities strengthen brand associations and create future demand for a brand. Short-term sales activations evoke an immediate response—often a sale for the brand.

These two approaches to marketing and sales operate on different timescales. All marketing activity works on both levels, but to different extents.

Spend too little on brand building and your brand will not grow, too little on sales activation, and the business will miss out on revenue opportunities.

Research suggests that an "average" brand should spend roughly 60 percent of its communications budget on brand-building activity and 40 percent on sales activation. But the precise mix depends on category, price, size of the brand, and other factors.

Brand building and sales activation work over different timescales

Sales activation
Short-term sales uplift

Brand building
Long-term sales growth

Sales uplift over base

Short-term effects dominate (around six months)

Time
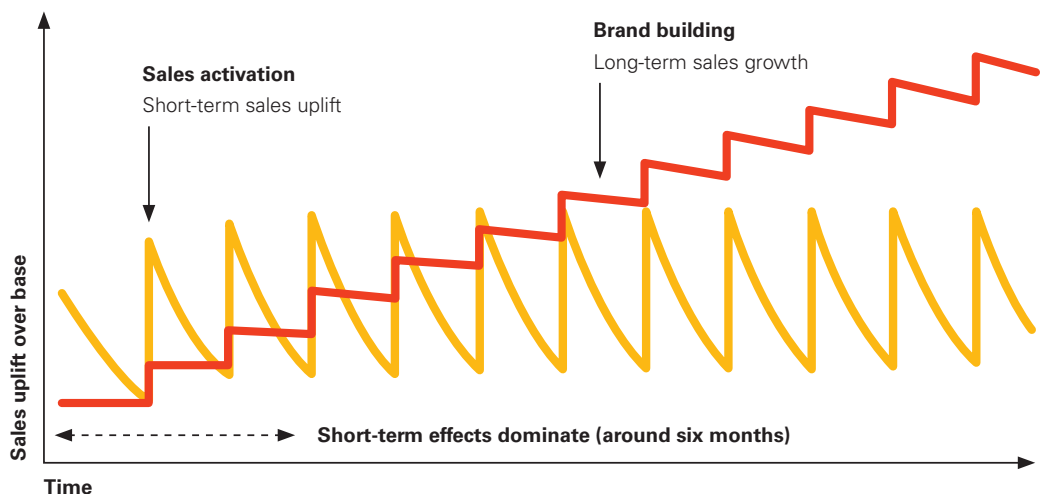
Private labeling Brand dynamics

For many retailers, private labeling is a powerful marketing strategy to build brand equity that gives customers more reasons to shop at their stores. Retailers are leveraging better-designed packaging to attract upscale customers and increase profit margins.

The days when you could recognize a private label brand immediately because it looked generic, cheap, and low quality are over. Initially, private labeling was a business strategy aimed at higher profit margins per product and increased revenues. A private label product line is created and branded by a store, usually a large retail chain.

The products themselves are produced by a third-party supplier, which usually makes other name brand products for established national brands. Companies like IKEA use the master brand on all of their products, while companies like Target create multiple sub-brands. CVS does both.

We upped the quality, upped the price, and we're selling more units. Because it's the best tuna you could buy.

Richard Galanti
Chief Financial Officer
Costco

Since it exists in branded environments, private label can devote less energy to brand recognition and more to great product stories.

Bruce Duckworth
Principal
Turner Duckworth

Homebase: Turner Duckworth

Private label brand architecture

Single parent brand
Monolithic brand architecture

Best Buy

Carrefour

CVS

IKEA

Tesco

Trader Joe's

Multiple sub-brands
Pluralistic brand architecture

Amazon
AmazonBasics
Goodthreads
Mama Bear
Vedaka
Wag

Costco
Kirkland Signature

Nordstrom
Classiques Entier
Halogen
Treasure & Bond
Zella

Safeway
Lucerne
O Organics
Open Nature
Signature Select
Soleil

Target
Archer Farms
Ava & Viv
Cat & Jack
Market Pantry
Room Essentials
Threshold
Up&Up

Urban Outfitters
BDG
Kimchi Blue
Pins & Needles
Silence + Noise
Sparkle & Fade

Waitrose
Cooks Ingredients
Essential Waitrose & Partners
The Levantine Table
No.1

Walmart
Equate
Freshness Guaranteed
Great Value
Mainstays
Marketside
Ol' Roy
Sam's Choice

Whole Foods
Engine 2 Plant-Strong
365 Organic
Whole Trade

HOMEBASE

NON-STICK FRYING PAN 32cm

HOMEBASE

Amethyst

FLAWLESS
SILK FINISH
emulsion for interior walls and ceilings

Brand licensing Brand dynamics

Licensing is a strategy for established brand owners to generate revenue from royalties on sales of products bearing their brand's logo, name, slogan, or other legally protected asset. It's an opportunity to attract new customers and delight existing brand champions.

The world of brand owners seeking new distribution channels for their intellectual property assets is expanding beyond consumer and entertainment brands to include nonprofits, branded destinations, and cultural venues.

Whether a property is a consumer brand, a media personality, a comic character, an artist, or a designer (dead or alive), the business imperative is the same: protecting and preserving the brand asset, being clear about what the brand stands for, and ensuring that each licensing opportunity is strategic.

Licensing can reinforce core brand attributes, promote brand exposure, and reach new consumers.

IMG Licensing
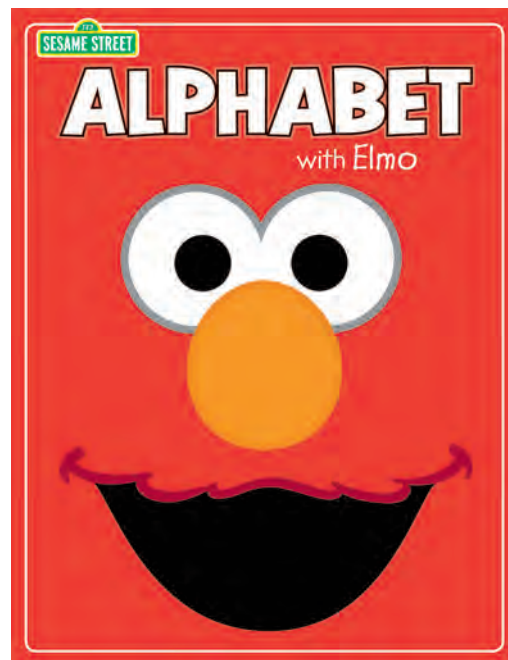
Sesame Workshop, the nonprofit organization behind Sesame Street, grants licenses to a variety of trusted licensees and manufacturers who create toys, apparel, and other products featuring its characters.

Sesame Street books, videos, and educational toys extend the learning beyond the television viewing experience. The royalties Sesame Workshop receives from the sale of these items are used to support its programs and initiatives around the world.

Benefits of brand licensing
Perpetual Licensing

Licensors or brand owners

Enhances the brand image

Grows the value of the brand

Increases awareness of the brand

Reinforces brand positioning and brand message

Attracts new consumers to the brand

Builds competitive advantage

Builds stronger relationships with customers

Gains entry into new distribution channels

Lets consumers exhibit their love of the brand

Protects the brand via trademark registration and policing of marketplace

Provides consumers genuine alternatives for illegal and unauthorized products

Generates incremental revenues through increased sales of core product and royalties from the sales of licensed products

Licensees or manufacturers

Increases market share

Opens new retail channels

Gains shelf space at retail

Increases awareness of their products

Attracts new customers to their products

Builds competitive advantage

Increases sales through a wider assortment of products

Lends credibility to their products

Generates incremental revenues through the sale of licensed products

Brand roles
Perpetual Licensing

Licensor

Set licensing goals and establish objectives

Approve annual strategic licensing plan

Approve prospective licensees

Approve licensed products, packaging, marketing, and collateral materials

Provide access to licensable assets and/or develop style guide

Register trademarks in appropriate categories

Pursue trademark infringers

Execute license agreements

Licensee

Set licensing goals and establish objectives

Approve annual strategic licensing plan (brand acquisition)

Approve prospective licensors

Develop, manufacture, and market approved products

Monitor marketplace for trademark infringers

Deliver quarterly royalty reports and payments

Agent

Develop strategic licensing program for presentation and approval

Create sales materials to solicit interest from licensees or licensors

Prospect qualified licensees or licensors

Negotiate terms of license agreement

Guide contract management process

Lead the acquisition and/or development of licensable assets, or the creation of a style guide

Manage product, packaging, and collateral material approval processes

Administer royalties

Police marketplace for trademark infringement

Handle daily program needs

We are very judicious about how we approach the licensing business. It's about the history and the heritage of the brand.

Ruth Crowley
Former VP, General Merchandise
Harley-Davidson

Consumers find comfort in brands they're familiar with—and have a greater propensity to purchase new products from those brands.

David Milch
President
Perpetual Licensing

Certification Brand dynamics

As the proliferation of choices grows exponentially, consumers are looking for ways to facilitate their decisions and align their values with their purchases. Which products and companies should they trust? Which brands are environmentally and socially responsible? Which products are safe? Is their privacy protected?

To qualify for certification, products must undergo a series of rigorous tests by government bodies or professional associations. As the world continues to shrink and the number of certification symbols continues to grow, it will be essential to develop clear and trustworthy symbols that communicate across cultures.

B Corporations earn certification by meeting higher standards of social and environmental performance, accountability, and transparency. B Corps earn a minimum score on the B Impact Ratings System, which measures their impact on their employees, suppliers, community, consumers, and environment, legally expanding their corporate responsibilities to include consideration of stakeholder interests.

Jay Coen Gilbert
Cofounder
B Corporation

Certification matters because we all want to tell the difference between "good companies" and just good marketing.

Jay Coen Gilbert
Cofounder
B Corporation

Green building

Green products

Sustainable business

Efficiency

Social justice

No animal testing

Rainforest Alliance Certified

FAIRTRADE

FAIR TRADE CERTIFIED

Data and privacy

TRUSTe

ICANN
The Internet Corporation for Assigned Names and Numbers

VERISIGN

Food

CERTIFIED GLUTEN FREE
GFCO.ORG

CERTIFIED VEGAN
vegan.org

USDA ORGANIC

American Heart Association CERTIFIED
Meets Criteria For Heart-Healthy Food

NON GMO Project VERIFIED
nongmoproject.org

Responsible forestry

Product safety

FSC

SUSTAINABLE FORESTRY INITIATIVE

UL

Recycling

1

2

3

Environmental responsibility

Climate neutrality

BPI COMPOSTABLE

GREEN SEAL CERTIFIED

CLIMATE NEUTRAL CERTIFIED

Crisis communications Brand dynamics

It takes years to build a brand, but only a nanosecond for a poorly managed crisis to ruin it. A crisis is an event—either internal or external—with the potential to negatively affect the brand. The most effective reputation management begins long before a crisis ever occurs. It's about what you do *before you must respond.*

Reputation management is the art of advancing and protecting a brand among its various audiences. A well-designed crisis communications plan is your best defense during the high-stakes communications challenges of a digital age that is increasingly fueled by misinformation quickly shared on social media channels. It includes proactive planning across traditional and social media, message development and delivery scenarios for each channel, strategic communications counsel, and media training—all of which will help your organization manage an issue before it escalates into a crisis. However, such a plan is merely step one. You need to train against it and update it on a regular basis.

No organization can afford to underestimate the potential impact of seemingly short-term decisions on its long-term reputation and business fortunes. The media and public have long memories and will remember how a crisis was handled—or mishandled. Crisis communications is more than just PR. It's a management issue, reflective of your organization's leadership.

Be thoughtful, measured, and strategic when planning for and responding to potentially damaging reputational issues.

Virginia Miller
Partner
Beuerman Miller Fitzgerald

If it's not important to senior management, it will not be important to middle management or line management at all.

Denny Lynch
SVP of Communications
Wendy's

If you lose money for the firm, I will be very understanding. If you lose reputation for the company, I will be ruthless.

Warren Buffett

Principles of crisis communications
Tavani Strategic Communications

**Amat Victoria Curam!
(Victory favors the prepared.)**

Virginia Miller

By the time you hear the thunder, it's too late to build the ark.

Unknown

Critical planning questions

Do you have a crisis team leader and team?

Do you have a crisis communications plan that is regularly reviewed?

Are all of your senior leaders familiar with the plan and trained against it?

Have you included in-house and outside legal counsel in plan development and training?

Do you have an organizational protocol for determining a crisis?

Have you assessed where opportunities exist for potential crises within your organization?

Are you prepared with key messages and FAQs about your organization?

Has your organization identified and trained a spokesperson?

Do you have a social media policy, including a well-developed protocol for online forums such as blogs, Facebook, and TikTok?

Do you have an internally published social media policy that reflects everyday, ongoing usage—not just crisis situations—including a well-developed protocol for blogs and social media channels such as Facebook, LinkedIn, Instagram, and TikTok? Have you outlined expectations for employees on their personal accounts?

Proactive planning steps for leadership

Identify and retain outside communications counsel.

Organize an internal crisis team to develop a plan with outside communications and legal counsel.

Conduct an audit of various threats to your organization's reputation.

Familiarize yourself with the plan and conduct regular training sessions against the plan for your crisis team.

Participate in a simulated crisis.

Establish organizational and media monitoring systems.

Track emerging issues on an ongoing basis.

Align your key messages across the enterprise.

Ensure that everyone in your organization understands the key messages.

Practice, assess, and refine the plan on an annual basis.

Imperatives

Be prepared: Have a plan on which you and the leadership team have been trained. Make sure that it's updated regularly.

Be quick: Get ahead of the story by getting your statement out first. Don't be forced into reacting to false or negative information floating online.

Define the issue: Get your message out there before the story breaks or as soon as possible afterward so you define the issue rather than the media, your adversaries, and other opinion makers.

Be forthright: Acknowledge action steps with strong rhetoric.

Be helpful: Don't speculate. If you know, say so. If you don't know, say you don't know. Provide the media and the public with information to make an informed decision.

Be transparent: Monitor, engage, and update information on a timely and consistent basis in both traditional and social media forums.

Social media

Align your social media policy with your crisis plan: Develop it before a crisis occurs, when you and your communications and legal counsel can think about it objectively.

Develop audience-specific plans: Consider how different audiences might be affected by a crisis and identify specific channels (e.g.,LinkedIn, Facebook) to communicate with each of them.

Create a 24/7 social listening program: Dedicate individuals to specific social media channels and determine what would trigger the updating of those channels.

Respect all opinions: Do not delete negative comments on your organization's social media accounts or industry blogs.

Prepare your team: Integrate your social media policy into your crisis plan and train your team against it.

Personal branding Brand dynamics

The idea of personal branding encourages us to stay in touch with who we truly are. Our humor, style, and personal ideals influence every social media comment, text, or email. Facebook, YouTube, LinkedIn, Instagram, and TikTok let us express ourselves in our own words and images, reflecting not just what we see but how we see it.

Personal branding used to be for indulgent monarchs (think Sun King, Napoleon Bonaparte, and Cleopatra). Now it's de rigueur whether you are a corporate exec, a design guru, an aspiring entrepreneur, or a sales associate. We are all rockstars now. And the competition is fierce. Being authentic is critical because the web never forgets.

Why has personal branding become so important? We live in a global economy where changing employment is the norm. Over 50 percent of the US workforce is likely to participate in the gig economy by 2027. Social media, digital devices, and hybrid work have accelerated the blur between business and life, work and leisure, and public and private. And we are all connected 24/7.

Be yourself; everyone else is already taken.

Oscar Wilde

You have got to find your own voice.

Frank Gehry
Architect
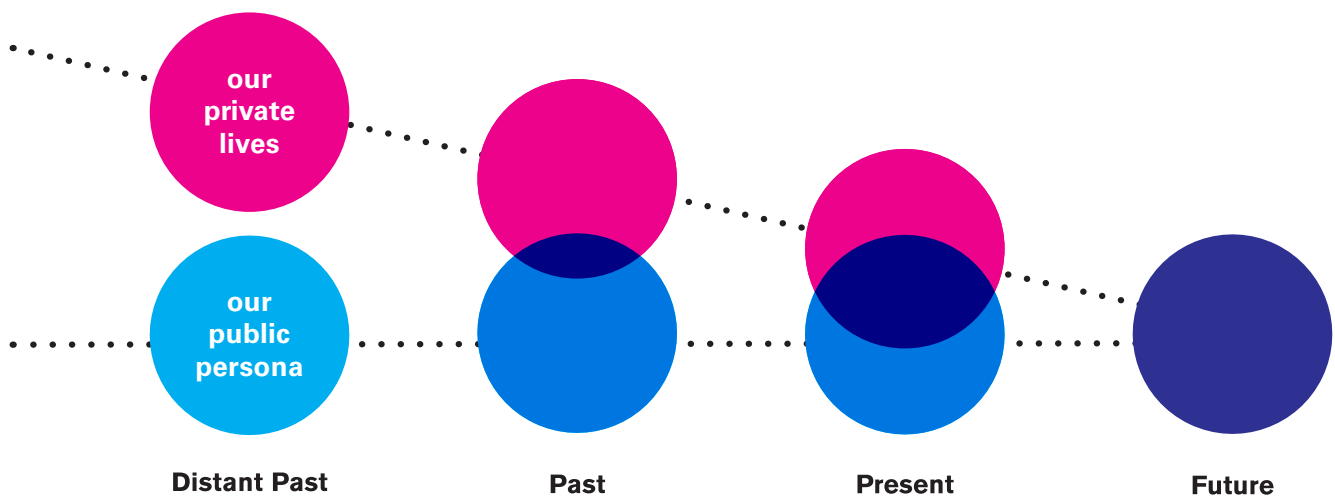
Distant Past   Past   Present   Future

Who are you?

Who needs to know?

How will they find out?

Why should they care?

Jimmy Donaldson, better known as MrBeast, is a YouTuber with over 150 million subscribers—one of the platform's biggest channels. In 2022, he parlayed his internet fame into a burger restaurant, MrBeast Burger, and a snack company, Feastables.

Six career secrets

1. There is no plan.

2. Think strengths, not weaknesses.

3. It's not about you.

4. Persistence trumps talent.

5. Make excellent mistakes.

6. Leave an imprint.

Daniel H. Pink
The Adventures of Johnny Bunko

Branding is building your reputation. It's not getting a tattoo. Do it anyway.

Blake Deutsch

Before and after

As organizations grow, their purpose becomes more lucid. The creative team is challenged by three crucial questions: What is the business imperative for the change? What elements need to be maintained to preserve brand equity? Should the change be evolutionary or revolutionary? The majority of branding initiatives involve repositioning and redesign.

Change brings opportunity.

Nido Qubein

At PepsiCo, we design our brands to tell a compelling and holistic story. Pepsi is a shining example of a brand that has consistently reinvented itself over 125 years to remain a part of pop culture and a part of people's lives. We designed the new brand identity to connect future generations with our brand's heritage, marrying distinction from our history with contemporary elements to signal our bold vision for what's to come.

Mauro Porcini
SVP + Chief Design Officer
PepsiCo
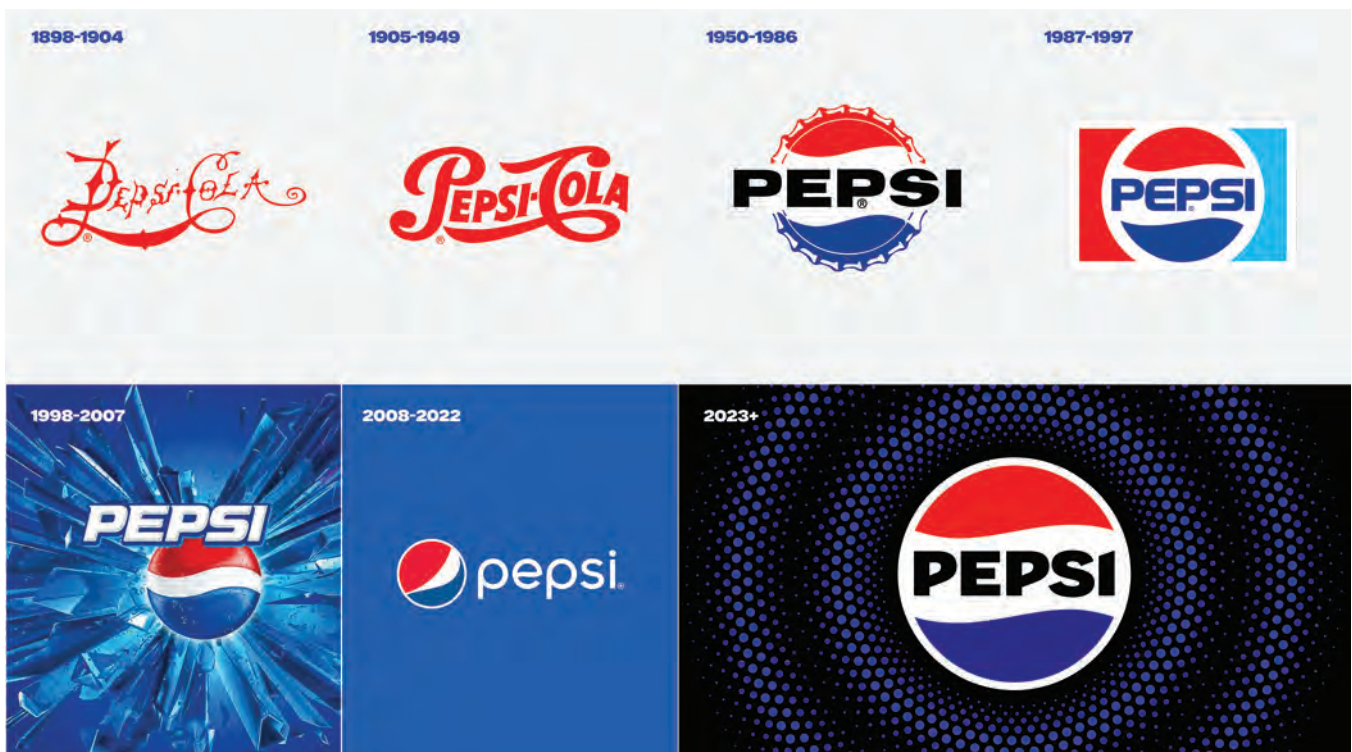
The new logo is cleaner and simpler. And we've evolved it—from a literal box to a collection of surfaces—to show that Dropbox is an open platform and a place for creation.

Nicholas Jitkoff

Former VP of Design
Dropbox

Dropbox: COLLINS

We're proud to introduce the Bélo: It's a symbol for people who want to welcome into their home new experiences, new cultures, and new conversations.

Brian Chesky

Cofounder
Airbnb

Airbnb: DesignStudio

We are excited to share a new brand identity that aims to make Google more accessible and useful to our users as they embrace an expanding, multi-device, multi-screen world.

Jonathan Jarvis

Creative Lead
Google

Tennis Australia wanted a new identity to reflect the Open's transformation into a future-focused entertainment brand.

Nick Davis

Managing Partner
Landor

The American Alliance of Museums logo unites concepts of group strength and diversity though the colorful weave design.

AAM Press Release

American Alliance of Museums:
Satori Engine

Brandmark redesign Before and after

We sought inspiration in expressive and familiar traditional visual languages like quilting, textile arts, and ceramics to convey Chobani's boldness and humanity.

Gabrielle Lamontagne
Creative Director
Chobani

The new mark aims to embody the core forces of Formula 1 racing—speed, attack, and control.

Richard Turley
Former Executive Creative Director
Wieden+Kennedy

We wanted to use design to close the gap between the negative perceptions people have of fast food and the positive reality of our food story.

Lisa Smith
Executive Creative Director
Jones Knowles Ritchie

Quieter, more subtle colors and flexible design elements speak to donors and sponsors; louder, bolder ones catch the attention of Gen Z.

Julia Zeltser
Partner + Accounts Director
Hyperakt

Our new logo symbolizes the focus we have on our customers.

Tiffany Fox
Senior Director, Corporate Communications
OpenTable

OpenTable: Tomorrow Partners

Before	After

Our new logo represents our desire to inspire customers as their mobility needs evolve, and for our employees to rise to the challenges we face in a fast-changing industry.

Ho-Sung Song
President + CEO
Kia Corporation

Kia: Blackspace

A [logo] refresh can be a nice way to take existing brand equity but create something that better matches the maturity of the company.

Jessica Hische
Lettering Artist

SEI New ways. New answers.®

Our new identity is a visual expression of our brand promise: Building brave futures.SM It's rooted in stability and challenges us to be courageous in unlocking our potential for the future.

Seth Morrison
Chief Marketing Officer
SEI®

Our new brand identity embodies our goal to be a world-class partner for an increasing number of blood centers around the globe.

William "Obi" Greenman
President + CEO
Cerus

Cerus: Waterhouse Brands

The challenge was to create an identity system to communicate beyond shopping.

Joe Duffy
CEO
Duffy & Partners

Brandmark redesign Before and after

Before	After

By freeing the Siren from the band, we enabled customers to have a more personal connection.

Jeffrey Fields

Vice President
Global Creative Studio
Starbucks

Starbucks: Lippincott

Aetna's refreshed brand promise reflects our goal of creating a healthcare system that is more connected, convenient, and cost-effective.

Belinda Lang

VP, Brand, Digital +
Consumer Marketing
Aetna

Aetna: Siegel+Gale

More than surprising people, I really would like them to see the new vision and feel reassured—like, "Oh, yeah, this makes sense: This is what Burberry should be."

Daniel Lee

Chief Creative Officer Burberry

The new logo increases the perception that the brand is up-to-date, cheerful, and innovative.

Christine Mau

Brand Design Director
Kimberly-Clark

Redesigning a logo does many things, and demanding reappraisal by external audiences is a critical one.

Lee Coomber

Senior Partner
Lippincott

Before	After

We returned Kodak to their ubiquitous and beloved brand roots, the K symbol, and reinvented the typography to be both modern and metaphorical.

Keira Alexandra
Partner
Work-Order

We pushed Trux forward with a much bolder brandmark: an abstracted T that doubles as a dump truck hauling down the highway. Paired with a heavy-hitting wordmark, the updated logo is fresh, confident, and definitely differentiated from the crowd.

Matchstic

After nearly fourteen years defining the industry, it was time to rethink our integrated branding strategy to better reflect our position . . . as the social experts, trusted partners, and joyful mentors.

Tom Keiser
CEO
Hootsuite

Hootsuite: Prophet

Unilever's new brand identity expressed a core brand idea aligned with the mission "Adding Vitality to Life."

Wolff Olins

A simple blue circle underlined with green symbolizes our blue planet—emphasized, supported, and sustained—as well as a unique human form.

Sagi Haviv
Partner
Chermayeff & Geismar & Haviv

101

Packaging redesign Before and after

Our task was to simplify the brand for retail while elevating it to reinforce the "club" feel.

Chris Garvey
Executive Creative Director
Turner Duckworth

The new logo and packaging for 7Up respect the visual heritage of the brand while adding new energy and positioning the beverage as uplifting.

PepsiCo Design & Innovation Team

The Zostrix redesign capitalizes on the brand's powerful and effective natural pain-relieving ingredient—as well as making the portfolio easier to navigate at shelf.

Little Big Brands

The Campbell's name itself brings a sense of nostalgia and comfort. We carefully contemporized every detail so that the can feels at home on any kitchen counter.

Drew Stocker
Design Director
Turner Duckworth

The brand's iconic red and blue domino logo was made pivotal to the redesign while leveraging the brand's pizza combo deal as a canvas.

Jones Knowles Ritchie

McCormick's new bottles are made from a 50 percent post-consumer recycled plastic, and proprietary SnapTight™ lids audibly seal in flavor and freshness.

McCormick + Davis

Using recycled paperboard and refillable grinders, the new packaging meets consumers' need for easy-to-use packaging options that are more sustainable and that make for visually appealing additions to any kitchen.

Diamond Crystal Salt Co.

Diamond Crystal: Enlisted Design

Drawing inspiration from the original brandmark, Swiffer's new logo retains equity elements while modernizing the letterforms; the updated package also simplifies the overall brand expression.

Chase Design Group

Swiffer: Chase Design Group + P&G Design

Renaming Before and after

Ten principles for renaming
Ken Pasternak and Philip Durbrow

Be clear about why change is needed. You should have a compelling reason, and clear business benefits, for going through the name change process. Making a strong case for change—whether legal, market-based, or other—will help everyone involved rise above emotional issues and enable a more successful and meaningful effort.

Assess the impact of change. A name change is more complicated than creating a new name. It affects established brand equity and existing brand communications. A thorough audit of equity and communication assets should be conducted to fully understand how a name change will affect your investments and operations.

Know what your choices are. Depending on your reason for change, it can be very difficult to consider change in the abstract. It is much easier to commit to a change when you have alternative name ideas to consider that solve your communication issues.

Know what you are trying to say before you name it. Naming is a highly emotional issue that can be hard to judge objectively. By first agreeing on what your new name should say, you concentrate your efforts on choosing the name that says it best.

Avoid trendy names. By definition, these are names that will lose their appeal over time. Choosing a new name simply because it sounds "hip" or "cool" generally results in names that wear quickly.

"Empty vessel names" require filling. Made-up or meaningless names will require more investment to build understanding, memorability, and proper spelling than names that have some inherent meaning. Compare the immediate meaning and relevance of a name like SpaceX to an empty vessel like Blue Origin (both space exploration companies).

Avoid names that are too specific. This may be the reason that change was necessary in the first place. Names that identify a specific geography, technology, or trend might be relevant for a period of time, but in the long run they could restrict your ability to grow.

Understand that a new name can't do everything. Names are powerful tools, but they do not tell the whole story. A name change alone—without rethinking of all brand communications—could risk being seen as superficial. Consider how new taglines, design, communications, and other context-building tools should work with the new name to build a rich new story that you can own.

Ensure you can own it. Check trademark offices, common-law usages, URLs, social media handles, and regional/cultural sensitivities before you decide, and make the investment to protect your name. This is best done by an experienced intellectual property attorney.

Transition with confidence. Make sure you introduce your new name as part of a value-oriented story that conveys clear benefits to your employees, customers, and shareholders. The message "we've changed our name" on its own generally falls flat. Commit to the change with confidence and implement as quickly and efficiently as possible. Having two names in the market at the same time is confusing to both internal and external audiences.

If you wish to make a meaningful statement, a name change is not enough. The name should represent a unique, beneficial, and sustainable story that resonates with customers, investors, and employees.

Philip Durbrow
Chairman + CEO
Marshall Strategy

Companies change their names for many reasons, but in every case, a clear rationale for change with strong business and brand benefits is critical.

Ken Pasternak
Chief Strategy Officer
Two by Four

Many organizations look at shortening their names in order to make it easier to talk about them.

YMCA: the Y

Flextronics: Flex

California Institute of Technology: Caltech

Dunkin' Donuts: Dunkin'

In response to the 2020 murder of George Floyd, an unarmed African American man, many American brands and sports teams changed their racist and controversial names. Pearl Milling Company and Ben's Original were introduced as replacements for problematic food brands. The Washington, DC, NFL team became the Commanders and Cleveland's baseball team became the Guardians.

Notable renaming

Old name	New name
Andersen Consulting	Accenture
Apple Computer	Apple
AuctionWeb	eBay
BackRub	Google
The Banker's Life Company	Principal Financial Group
Blue Ribbon Sports	Nike
Brad's Drink	Pepsi-Cola
Catholic Healthcare West	Dignity Health
Ciba Geigy + Sandoz (merger)	Novartis
Clear Channel	iHeartRadio
Comcast (Consumer Services)	Xfinity
Computing Tabulating Recording Corporation	International Business Machines (renamed IBM)
Datsun	Nissan
Diet Deluxe	Healthy Choice
Dunkin' Donuts	Dunkin'
Facebook, Inc.	Meta
Federal Express	FedEx
GMAC Financial Services	Ally Financial
Graphics Group	Pixar
Justin.tv	twitch
Kellogg snacking division	Kellanova
Kraft snacks division	Mondelēz
Lucky Goldstar	LG
Malt-O-Meal	MOM Brands
MasterCharge: The Interbank Card	Mastercard
Mountain Shades	Optic Nerve
MyFamily.com	Ancestry
Philip Morris	Altria
Service Games	SEGA
ShoeSite.com	Zappos
TMP Worldwide	Monster Worldwide
Tokyo Telecommunications Engineering Corporation	Sony
Twitter	X
United Telephone Company	Sprint

Work with talented people to create something that will be of compelling benefit to the customer.

Susan Avarde

Head of Global Brand, Enterprise-wide
Citigroup

2 Process

Part 2 presents a universal process that underlies every successful branding initiative, regardless of its complexity. Why does it take so long? How should we decide?

Process basics

The branding process demands a combination of investigation, strategic thinking, design excellence, and project management skills. It requires an extraordinary amount of patience, an obsession with getting it right, and an ability to synthesize vast amounts of information.

Regardless of the nature of the client and the complexity of the engagement, the process remains the same. What changes is the depth with which each phase is conducted, the length of time and the number of resources allocated, and the size of the team, on both the identity firm and client sides.

The process is defined by distinct phases with logical beginnings and endpoints, which facilitate decision making at the appropriate intervals. Eliminating steps or reorganizing the process might present an appealing way to cut costs and time, but doing so can pose substantial risks and undermine long-term benefits. The process, when done right, can produce remarkable results.

The process is the process, but then you need a spark of genius.

Brian P. Tierney, Esq.
Founder
Tierney Communications

The branding process

1: conducting research

Clarify vision, strategies, goals, and values

Interview key management

Research stakeholders' needs and perceptions

Conduct marketing, competitive, technology, legal, and message audits

Evaluate existing brands and brand architecture

Present audit readout

2: clarifying strategy

Synthesize learnings

Clarify brand strategy

Develop a positioning platform

Create brand attributes

Develop key messages

Write a brand brief

Achieve agreement

Create a naming strategy

Write a creative brief

Process is a competitive advantage

Assures that a proven method is being used to achieve business results

Accelerates understanding of the investment of necessary time and resources

Engenders trust and confidence in the team

Positions project management as smart, efficient, and cost-effective

Builds credibility and strengthens identity solutions

Sets expectations for the complexity of the process

Navigating through the political process—building trust, building relationships—it's everything.

Paula Scher
Partner
Pentagram

Most processes leave out the stuff that no one wants to talk about: magic, intuition, and leaps of faith.

Michael Bierut
Partner
Pentagram

3: designing identity

Visualize the future
Brainstorm the big idea
Design brand identity system
Explore key applications
Finalize brand architecture
Present visual strategy
Achieve agreement

4: creating touchpoints

Finalize identity design
Develop look and feel
Initiate trademark protection
Prioritize and design applications
Develop system
Apply brand architecture

5: managing assets

Build synergy around the new strategy
Develop launch plan
Launch internally first
Launch externally
Develop standards and guidelines
Nurture brand champions

Managing the process Process basics

A branding project has to be managed effectively to accomplish desired outcomes throughout each phase of the process. Astute project management builds confidence and mutual respect among stakeholders, fostering the teamwork and commitment necessary for success. Synchronizing a wide range of skills and resources with goals requires patience and enthusiasm. It will enable the company's leadership and their brand consultants to work hand in hand with planning, coordinating, analyzing, understanding, and managing time, resources, and money.

Factors affecting project length

Size of organization

Complexity of business

Number of markets served

Type of market: global, national, regional, local

Nature of problem

Research required

Legal requirements (merger or public offering)

Decision-making process

Number of decision makers

Number of platforms and applications

Availability of key people

How long will it take?
All clients have a sense of urgency, regardless of the size and nature of the company. There are no shortcuts to the process, and eliminating steps may be detrimental to achieving long-term goals. Developing an effective and sustainable identity takes time. There are no instant answers, and a commitment to a responsible process is imperative.

Pay as much attention to the process as to the content.

Michael Hirschhorn
Organizational dynamics expert

Your goal is to identify the most appropriate talent for your business, your brands, your organization, and your culture. You need the right skills, for the right challenges, at the right time, for the right value.

John Gleason
President
A Better View Strategic Consulting

Process: Project management

Team protocol

Identify client project manager and team

Identify firm contact and team

Clearly define team goals

Establish roles and responsibilities

Understand policies and procedures

Circulate pertinent contact data

Team commitments

Robust debate

Open communications

Confidentiality

Dedication to brand

Mutual respect

Benchmarks + schedule

Identify deliverables

Identify key dates

Develop project schedule

Update schedules as necessary

Develop task matrix

Decision-making protocol

Establish process

Determine decision makers

Clarify benefits and disadvantages

Put all decisions in writing

Communications protocol

Establish document flow

Decide who gets copied how

Put everything in writing

Create agendas

Circulate meeting notes

Develop online project site

Agree on tools:
Email or Slack
Zoom or Microsoft Teams
Dropbox or Google Drive

Who manages the project?

Client side

For a small business, the founder or owner is invariably the project leader, the key decision maker, and the visionary. In a larger company, the project manager is whomever the CEO designates: the director of marketing and communications, the brand manager, or maybe the CFO.

The project manager must be someone with authority who can make things happen, given the enormous amount of coordination, scheduling, and information gathering. They must also have direct access to the CEO and other decision makers. In a large company, the CEO usually forms a brand team, which may include representatives from different divisions or business lines. Although this team may not be the ultimate decision-making group, they must have access to the key decision makers.

Identity firm side

In a large brand consultancy, a dedicated project manager is the key client contact. Various tasks are handled by specialists, from market researchers and business analysts, to naming specialists and designers. In a small to midsize firm, the principal may be the main client contact, senior creative director, and senior designer. A firm may bring on specialists as needed, from market research firms to naming experts, to create a virtual team that meets the unique needs of the client.

Project leadership best practices
Dr. Ginny Vanderslice, Praxis Consulting Group

Commitment: Create a culture in which people feel inspired and able to do their best work, and everyone feels accountable to the team and to the project outcome. Build trust.

Focus: See and maintain the big picture while also breaking it down into smaller, ordered pieces. Keep moving despite challenges and constraints.

Discipline: Plan, track numerous tasks, and balance time and cost factors.

Strong communication skills: Communicate clearly and respectfully, include both the big picture and the details, and keep team members informed in a timely manner.

Empathy: Understand and respond to the needs, values, viewpoints, and perspectives of all players in the project.

Effective management skills: Define needs, priorities, and tasks. Make decisions. Flag problems. Clarify expectations.

Flexibility (adaptability): Stay focused and in control when things go wrong. Change in midstream when the situation requires it.

Creative problem-solving ability: See problems as challenges to address rather than as obstacles.

Insight: Understand policies, procedures, corporate culture, key people, and politics.

▶ **Documentation**

Date all documents

Date each sketch process

Assign version numbers to key documents

▶ **Information gathering**

Determine responsibilities

Determine dates

Identify proprietary information

Develop task matrix

Develop audit

Determine how you will collect audit materials

▶ **Legal protocol**

Identify intellectual property resource

Understand compliance issues

Gather confidentiality statements

▶ **Presentation protocol**

Circulate goals in advance

Hand out agenda at meeting

Assign notetaker

Determine presentation medium

Develop uniform presentation system

Obtain approvals and sign-offs

Identify next steps

Is your organization ready to invest the time, capital, and human resources to revitalize your brand? Take the time to plan, build trust, and set expectations. Ensure that your team understands brand fundamentals. Develop a set of guiding principles to keep you on point throughout the process.

Sustainable brands stay true to their core purpose, are agile, and stay relevant.

Shantini Munthree
Managing Partner
The Union Marketing Group

Our brand and reputation are driven by employees that sit side by side with clients every day. Our job is to empower those employees to be brand ambassadors.

Grant McLaughlin
VP Marketing + Communications
Booz Allen Hamilton

Guiding principles
Shantini Munthree, Managing Partner, The Union Marketing Group

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A brand is an asset that holds reputational and commercial value

Nurturing and protecting a brand is a long-term investment in building brand equity. Like other assets, a brand needs care and protection to hold its value and appreciate over time.

Your customers amplify your brand in ways you're unable to

When a customer loves your brand, they're more likely to tell others about it. In their circle of trust, your brand receives undivided attention during moments your marketing spend could never reach.

A brand's job is to cohesively express a company's core purpose

The design of brand messages and identity is an art grounded in science. The art is about connecting the brand with customers where they are, responding to data and experiments to guide brand choices on what is said and how it is expressed.

Every touchpoint matters, but only a handful matter the most

A brand experience is the collective result of individual customer experiences, making every interaction in the customer journey count. Research shows that making a few specific moments of truth delightful is what drives client affinity.

A brand is built from the inside out

By placing employees at the heart of your brand experience, you enable them to help bring the brand to life. It takes everyone, from leaders to frontline staff, to help a customer on their brand journey.

Brands, like humans, are organic in nature

A good brand strategy constructs the DNA of a brand. As customer needs change or as brands root themselves in both real and virtual worlds, a brand will selectively highlight attributes.

Transformation requires working at the intersection of strategy, brand, and culture. Our goal is to help leaders align on a vision and enlist employees, customers, and other stakeholders in pursuing that vision.

Keith Yamashita
Founder + Chairman
SYPartners

BUSINESS

CULTURE
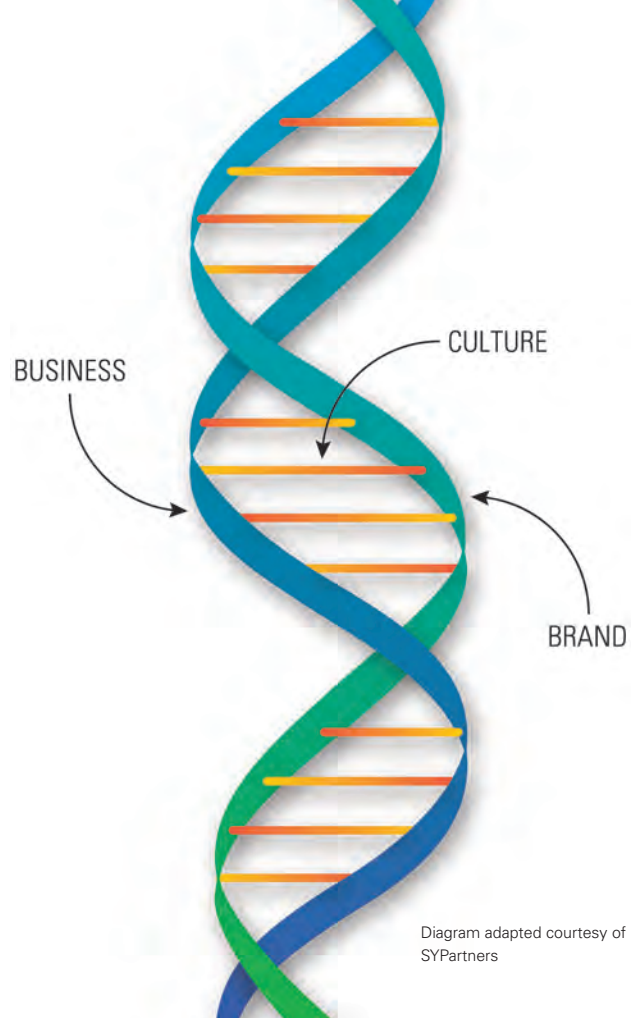
BRAND

Ten imperatives for success

Ensure that your leadership team endorses the brand initiative and process

Set goals, responsibilities, and a clear endpoint

Communicate throughout the process

Use a disciplined process with realistic benchmarks

Stay consumer-centric

Commit to a small decision-making group

Determine your readiness to make a commitment

Determine how you will measure success

Explain why the brand is important

Keep moving

Core brand elements
Shantini Munthree, Managing Partner, The Union Marketing Group

Core purpose	The reason the company exists beyond making a profit
Vision	The story a leader tells to explain "how" a company will achieve its mission
Values	Core cultural beliefs and philosophies
Personality	Brand tone and voice for receptivity and resonance
Capabilities + features	Measure of the ability of the brand to achieve its mission
Core competencies	A cluster of related abilities, commitments, knowledge, and skills that enable a brand to perform effectively
Competition	Points of parity and difference
Target audience	The addressable population, focusing on decision makers
Needs + objections	Needs: Unmet needs we hope to fulfill Objections: Top reasons audience may reject us, or not act
Big idea/brand essence	Evergreen, differentiating phrase that provides inspiration and focus
Value proposition	Set of functional, emotional, and social benefits (how we fulfill audience needs)
Proof points	Why should they believe we do this best? Why should they act?
Desired outcome	In consumer language, a single statement most desired from stakeholders

Measuring success Process basics

Brand identity systems are a long-term investment of time, human resources, and capital. Each positive experience with a brand helps build its brand equity and increases the likelihood of repeat purchasing and lifelong customer relationships. A return on investment is achieved, in part, through making it easier and more appealing for the customer to buy, making it easier for the sales force to sell, and being vigilant about the customer experience. Clarity about the brand, a clear process, and smart tools for employees fuel success.

Decision makers frequently ask, "Why should we make this investment? Can you prove to me that it has a return?" It's difficult to isolate the impact of a new logo, a better brand architecture, or an integrated marketing system. Some branding activities will make an immediate impact. Others will have long-term, cumulative effects. It is critical that companies develop their own measures of success.

Intangible assets comprise the majority of market value for companies in the S&P 500, so we understand and measure it as a financial and strategic asset. As we refocus our business, we're articulating the value we deliver to stakeholders more clearly and strengthening our brand.

Lee Shavel
President + CEO
Verisk

Businesses are now only as strong as their brands, and nothing else offers business leaders so much potential leverage.

Jim Stengel
Grow: How Ideals Power Growth and Profit at the World's Greatest Companies

Pride
Wow factor
I get it
Confidence
Your boss is happy
The CEO gets it

Human capital	**Demand**	**Growth**	**Leadership**
Once they understood our vision, our employees accepted responsibility enthusiastically, which sparked numerous simultaneous and energetic developments in the company.	**Brands are powerful assets for creating desire, shaping experience, and shifting demand.**	**In any competitive market, what drives margin and growth and separates one business from another—for employees, customers, partners, and investors— is the brand.**	**A well-timed and creatively well-executed corporate rebranding can be the most powerful single tool at a leader's command—broadly effective in commanding new attention, resetting direction, and renewing employee commitment.**
Jan Carlzon Former CEO Scandinavian Airlines Group *Moments of Truth*	Rick Wise Chief Executive Officer Lippincott	Jim Stengel *Grow: How Ideals Power Growth and Profit at the World's Greatest Companies*	Tony Spaeth Identity Consultant

Metrics for brand management Prophet

Perception metrics		Performance metrics		Financial metrics
Awareness	**Familiarity + consideration**	**Purchase decision**	**Loyalty**	**Value creation**
Are customers aware of your brand?	What do customers think and feel about the brand?	How do customers act?	How do customers behave over time?	How does customer behavior create tangible economic value?
Saliency	Differentiation	Customer leads	Customer satisfaction	Market share
Brand recognition	Relevance	Customer acquisition	Retention	Revenue
	Credibility	Trial	Revenue per customer	Operating cash flow
	Likability	Repeat	Share of wallet	Market cap
	Perceived quality	Preference	Customer lifetime value	Analyst ratings
	Purchase intent	Price premium	Referrals	Brand valuation
			ROI	
			Cost savings	

Metrics for isolated touchpoints

Websites	Social media	Direct mail	Packaging	Online brand center
Total visits + percent new visits	**Quantitative**	Response rate	Market share vis-à-vis competition	Number of users
Unique visitors	Fans/followers	**Trade shows**	Sales change after new packaging	Number of visits per user
Time on site + bounce rate	Shares	Number of leads generated	Sales change compared to overall project cost	Time per visit session
Search engine landing pages	Likes	Number of sales	Money saved because of engineering and materials	Number of downloaded asset files
Key performance indicators	Comments	Number of inquiries	Eye-tracking studies, to track what they see first (shelf impact)	Actual ROI on site usage
Referral traffic from backlinks	Traffic/visitors	**Licensing**	More shelf space	Faster decision making
Average conversion rate	Clicks/conversions	Revenues	Home usage/observation consumer/field test	More efficient ordering
Order value + per-visit value		Protecting assets	Entrée to a new retailer	Better compliance
Visitor demographics + frequency	**Qualitative**	**Product placement**	Press coverage; buzz	
Visitor flow	Engagement	Reach	Number of line extensions	**Standards + guidelines**
Page views by page	Conversation quality	Impressions	Product placement	More consistent implementation
Site search tracking	Fan loyalty	Awareness	Sales cycle time	More effective content management
Keywords + bounce rate per landing page	Insights/research value	**Public relations**	Consumer feedback	More efficient use of time
Visits + visitor engagement by keyword	Word of mouth	Buzz	Influence on purchasing decision	Faster decision making
Search engine impressions, queries, clicks	Brand reputation	Awareness	Web analytics	Right the first time
	Influence	**Advertising**		Reduction in legal involvement
	Intellectual property	Awareness		More efficient protection of brand assets
	Protecting assets	Conversion		
	Preventing litigation	Revenues		
	Adhering to compliance			

Metrics rethought

Design	Evidence-based design	Mergers	Sustainability
The Design Council study of share prices of UK quoted companies over the last decade found that a group of companies recognized as effective users of design outperformed key FTSE indices by 200 percent.	**Evidence-based design quantifies the effect of design on outcomes (e.g., health, satisfaction, safety, efficiency) by basing design decisions on credible research, generating new evidence about the built environment.**	**In the UK, over 70 percent of what was paid in the acquisition of companies was for the goodwill from intangibles including corporate brand value.**	Eco-friendly packaging
			Reducing e-waste and trash
		Turnbridge Consulting Group	Reducing hazardous materials in product design
Steady investment in, and commitment to, design is rewarded by lasting competitiveness rather than isolated successes.	Ellen Taylor, AIA, MBA, EDAC		Saving energy
	Director of Pebble Projects		Reducing carbon footprint
	The Center for Health Design		Commitment to an environmental policy
The Design Council			

Collaboration Process basics

Great outcomes require vision, commitment, and collaboration. Collaboration is not consensus or compromise. It evolves from a thoughtful and genuine focus on problem solving, generating an interdependent, connected approach. It also acknowledges the tension between different viewpoints and different disciplines.

Most branding projects involve individuals from various departments with different agendas. Even small organizations have silos that stand in the way of achievement. Collaboration requires

the ability to suspend judgment, listen carefully, and transcend politics.

Open source is a new model of collaboration, creativity, and problem solving, now used in product development and brand innovation. It is characterized by open sharing of information for mutual benefit between customers and merchants, creators and end users, employees and volunteers, and competitors. Wikipedia and Linux are the most well-known examples of the open source methodology.

Let go of stereotypes. Intellectual property lawyers do have creative thoughts, investment bankers can feel compassion, and designers can do math.

Blake Deutsch

If you want to go fast, go alone. If you want to go far, go together.

Proverb

Organizing your team's conversations, apps, tools, and information sharing through software streamlines collaboration.

Great brand design evolves from a collective acknowledgment of all that is good, and also incomplete, about a brand. It's a team commitment to let go of all fears, and to forge new paths.

Shantini Munthree
Managing Partner
The Union Marketing Group

Like King Arthur's Round Table, effective teams acknowledge and respect diverse expertise, share power, actively debate, unite around a common purpose, and use their collective intelligence to achieve ambitious goals.

Moira Cullen
Strategic Advisor, Design
Rethink Food

You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be worth a dime.

Babe Ruth

Principles of collaboration
Linda Wingate, Wingate Consulting

Leadership must believe in collaboration and its organizational benefits.

Listen to all perspectives; share your viewpoint honestly; put all issues on the table.

Promote participation.

Everyone's contribution is important.

Develop strong professional relationships, building high levels of trust and rapport; suspend titles and organizational roles.

Engage in dialogue; find a common purpose and language for learning and communicating; construct guiding principles for decision making.

Provide equal access to information; create a common work process; examine assumptions and data objectively.

Create team protocols.

Guarantee cooperation, engagement, and ownership; recognize that rewards are earned for the group, not for individuals; shed any competitive "win-lose" mentality.
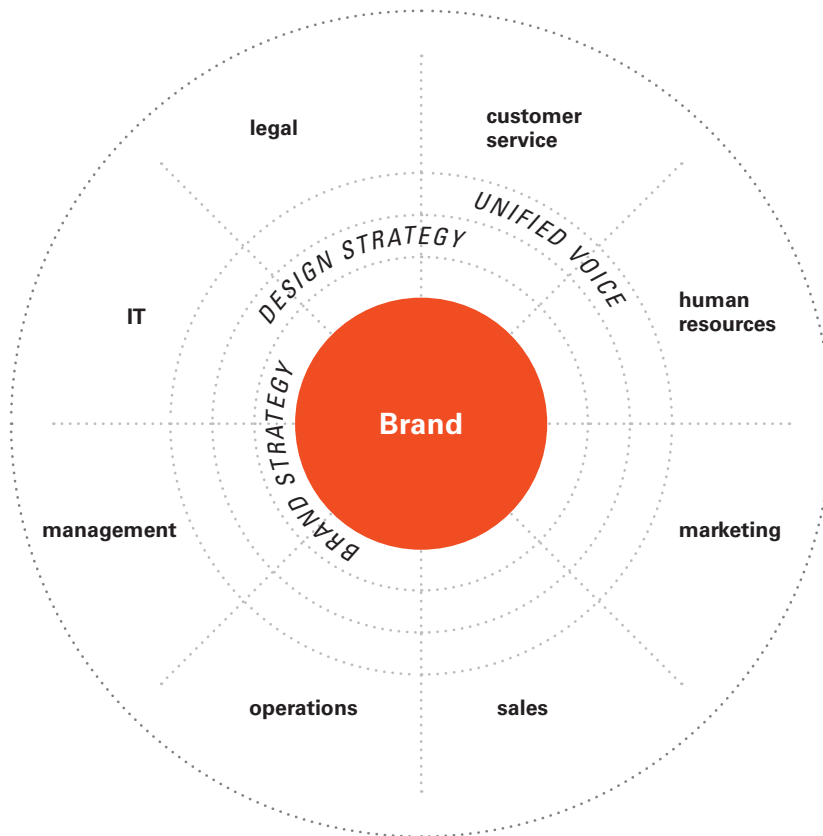
To optimize brand customer experience, CEOs are playing a critical role to decentralize branding decisions while breaking the silos either through corporate restructuring (Procter & Gamble), increasing operational efficiencies (Amazon), enhancing the workplace environment (Google), or through unifying the brand around a common goal, as in the case of Apple.

Dr. Salah S. Hassan

Professor
Strategic Brand Management
School of Business
The George Washington University

Decision making Process basics

The decision-making process needs to build trust and help organizations make the right choices to build their brands. Most people can recall when the wrong decision was made because of politics, entrenched thinking, or too many decision makers. Social science experts believe that decisions made by large groups tend to be less inspired than ones made by small groups. Organizational development experts think that consensus can result in higher-quality decisions because the organization uses the resources of its members.

The process needs a leader who can elicit ideas and opinions from a wider group without succumbing to groupthink. The final decision makers, regardless of the size of the organization, should include the CEO. Participation should be mandatory at key decision points throughout the process, including agreement on goals, brand strategy, names, taglines, and brandmarks.

The branding process frequently refocuses key stakeholders on the vision and mission of the organization. When it is done well, people throughout the organization feel empowered and begin to "own" the new brand.

Decision making requires trusting yourself, your process, and your team.

Dr. Barbara Riley
Managing Partner
Chambers Group LLC

A brand consultancy that invests the effort to really empathize with the organization and its customers builds the trust needed to transcend from being outsider to an insider.

Andrew Ceccon
Executive Director
FS Investments

Critical success factors
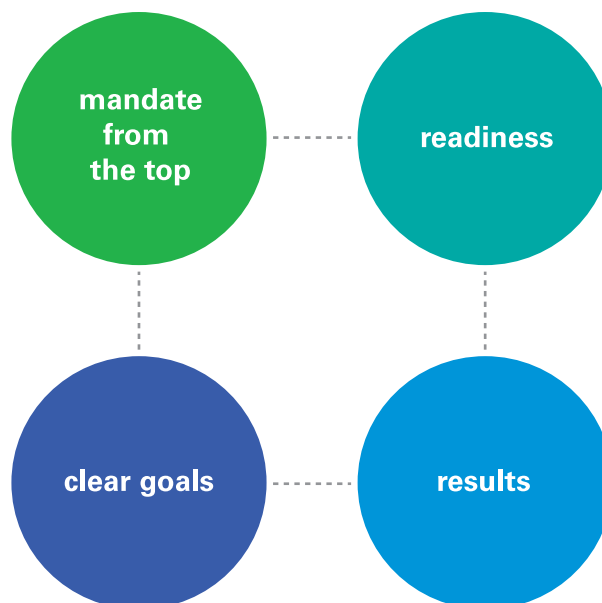
- mandate from the top
- readiness
- clear goals
- results

Decide how you are going to decide and stick to it.

Essential characteristics

The CEO leads a small group that includes marketing brand champions.

The entire process is clearly communicated to key stakeholders.

Decisions are aligned with vision and goals.

All members are trusted and respected.

Agreement on goals and positioning strategy precedes creative strategy.

All relevant information and concerns are voiced and tracked.

Pros and cons are always fully discussed.

A commitment is made to communicate about the brand through all levels of the organization.

Focus groups are used as a tool, not as a replacement for the decision-making process.

Decisions are communicated internally first.

Confidentiality is honored.

Challenging scenarios

The CEO is not involved.

New decision makers get involved in the middle of the process.

Team members' opinions are not respected.

Critical steps in the process are eliminated to save money or time.

Personal aesthetics and opinions get confused with functional criteria.

Mergers and acquisitions

Financial stakes are high.

Difficult to gather input when confidentiality is critical.

Time frame is compressed; atmosphere is tense.

Names and marks become pieces in a symbolic chess match.

Everyone needs attention of leadership.

Critical to maintain focus on customer benefit.

Critical success factors

The CEO supports this initiative.

The company is ready to invest time, resources, and brainpower.

There is an endpoint that everyone understands and agrees on.

There is value to the outcome, and all agree what success looks like.

If you have gone through a process with people you respect, a decision is not a leap of faith. It's planning.

Dr. Barbara Riley

Managing Partner
Chambers Group LLC

A lot of decisions are made in quiet conference rooms where new work can look radical or intimidating. But the work— the branded experience— needs to work OUT THERE. It's a noisy and busy world. You can spend a lot of money and discover that the customer doesn't know the difference. When you build things by consensus, you can lose your distinctiveness.

Susan Avarde

Head of Global Brand,
Enterprise-wide
Citigroup

Intellectual property Process basics

Strong brands create and maintain associations between the abstract ideas they want to stand for and the intellectual property (IP) they can legally protect. Patents protect inventions, copyrights protect original expressions of ideas, and trade secrets protect valuable, non-public information. But trademark law is most relevant to branding because it focuses on communicating information about products and services to consumers.

Trademarks indicate the source of goods or services via words, symbols, or other designs. Company and product names are the most common types of trademarks, but logos, packaging, taglines, colors, sounds, movements, 3D designs, and anything else that identifies its maker or provider can qualify for trademark protection under the right circumstances.

In most jurisdictions, a trademark owner establishes rights in a mark by using it in commerce, then perfects those rights by registering qualified marks with the trademark administrator. Among other benefits, trademark registrations can provide exclusive rights to use that mark in the corresponding country in connection with the goods and services listed in the registration. A comprehensive brand development process includes proactive trademark searching and clearance to minimize risks and maximize opportunities for successful registrations.

The most successful businesses harness brand associations while minding the legal systems regulating the use of their marks.

Perry Gattegno
Partner, Trademarks + Branding Practice Leader
Litwin Kach LLP

Trademark
Word, symbol, or other identifier that distinguishes the source of goods, identifying who makes or sells a product; registration lasts as long as the owner continues use of the mark

Service mark
Same as trademark except that the mark identifies a source of services

Trade dress
Type of trademark that can protect the design, shape, or other physical features of a product or service

Copyright
Protects an original expression of an idea, granting the author various exclusive rights; registration generally lasts the life of the author plus ninety-five years, then enters the public domain

Utility patent
Protects a novel, non-obvious invention, such as the functional components of machines or processes—"how it works"

Design patent
Protects a unique visual aspect of a manufactured item—"how it looks"

Trade secret
Protects non-public information from which the owner derives an economic advantage, like customer lists or product recipes, but which is generally excluded from other categories of IP protection

Multiple forms of IP protection can apply to the same item.

Process: Trademark search and registration

▶ **Establish brand differentiation**

Determine how a new brand will best stand out in the marketplace

Develop differentiators that define unique and innovative brand elements

Conduct market research to assess the competitive landscape

Determine alternative options and don't fall in love with a trademark before it is cleared

▶ **Develop legal strategy**

Decide what should be protected: name, symbol, logotype, product design, etc.

Determine the types of registrations needed: copyright; trademark; federal, state, foreign countries

Identify the goods or services with which trademarks will be used

Identify any regulatory constraints

▶ **Employ legal resources**

Identify intellectual property counsel and trademark search services

Assign intellectual property counsel to the branding team

Integrate intellectual property actions into the branding process

Ensure that contracts state that the company, not the branding firm, owns the copyright for a logo design

▶ **Conduct searches**

Conduct comprehensive searches for prospective trademarks

Search pending and granted trademark registrations as well as common-law usage

Obtain an opinion on whether prospective trademarks are likely to be registrable or infringe others' rights

Determine whether you need to search in foreign countries

Trademark basics for branding

Non-traditional trademarks

Color

Tiffany & Co. robin's egg blue

UPS brown

Dunkin' pink and orange

Aroma

Play-Doh "vanilla musk" scent

Verizon scent in retail stores

Eddy Finn piña colada scent on ukuleles

Sounds

NBC chime

20th Century Fox intro music

Slack "knock brush"

Packaging

Coca-Cola ridged glass bottle

Brown-Forman Chambord "grenade" bottle

Tea Forte pyramidal tea bags

Product or architectural design

Toblerone "mountaintop" bar

Louboutin red-soled shoes

The Space Needle outline

Motions

Lamborghini scissor doors

MGM roaring lion

Nokia handshake

Shapes and patterns

Burberry tartan

To qualify for registration, a trademark must distinguish the source of goods or services. It must not be a generic or descriptive term and it must not be too similar to existing marks. The standard for determining whether two marks are too similar is *likelihood of confusion.*

Branding projects often require dozens to hundreds of potential candidates for new names or other marks. Commission preliminary or knockout searches to remove unavailable marks from consideration as early as possible.

Multiple brands can use and register the same mark for different items. Trademarks protect use in connection with the goods and services bearing the mark and anything else that a consumer would anticipate comes from the same source.

Trademark rights, laws, and application systems vary by country. Establishing rights in one country does not impact rights in another country, though registrations in one country can fast-track the process in others.

In the US, trademark rights require use of the mark. Most other countries require registration to acquire trademark rights, rather than use alone.

Unregistered marks that are in use are called *common law marks*. Common law rights protect a mark within the geographic area where the owner uses the mark but do not give their users proof of ownership.

In the US, only a federal trademark registration affords its owner a right to file suit in federal court, recover monetary damages in a lawsuit, or prevent importation of infringing goods.

Companies, individuals, governments, and other legal entities can own trademarks. The owner must control the use of the mark as well as the nature and quality of the corresponding goods and services. If a third party wishes to use a trademark, the mark's owner should ensure suitable license agreements are in place.

Applicants may file trademark applications prior to use via *intent-to-use* applications. Protections for such registrations retroact to the filing date, even though the mark is not used until later.

Trademark registrations last as long as the owner continues to use the mark and files proper maintenance submissions.

R

Registered trademark: Federal registration symbol that may be used only after the USPTO registers a mark, not while an application is merely pending.

TM

Trademark: Used to alert the public to your claim of ownership of a mark. May be used while an application is pending, or if you have not filed an application with the USPTO.

SM

Service mark: Used to alert the public to your claim of ownership of a unique service. It may be used regardless of whether you have filed an application with the USPTO.

▶ **Pursue trademark protection**

Finalize list of trademarks needing registrations

Apply for state, federal, or country trademark registrations as appropriate

Develop standards for appropriate trademark usage

Monitor activities of competitors to identify possible trademark infringements

Ensure that agreements with third parties cover how intellectual property is used

▶ **Consider**

Intellectual property adjacent issues:
    Domain names
    Social media accounts
    Publicity rights
    Consumer privacy issues
    Employee policies
    Contracts
    Regulatory agencies

▶ **Educate + audit**

Educate employees and vendors

Publish standards that clarify proper usage

Conduct annual intellectual property audits

Make it easy to adhere to proper trademark usage

Consider trademark watch services

Design management Process basics

Increasingly, experienced design directors are joining senior management teams to oversee and build the brand, manage the design group, and identify specialists needed. Companies that value design as a core competency tend to be more successful in their marketing and communications.

Brand identity programs are usually developed by outside firms who have the right qualifications, experience, time, and staffing. The biggest mistake that external consulting firms make is not including the internal design group in the initial research phase. The internal group has insight into the challenge of making things happen. In addition, successful implementation of the program is dependent on the internal group embracing and implementing the system. The internal team must have ongoing access to the external firm for questions, clarifications, and unforeseen circumstances. The external firm should come in for periodic reviews of new work, as well as participate in annual brand audits to ensure that brand expression remains fresh and relevant.

If you think that good design is expensive, you should look at the cost of bad design.

Dr. Ralf Speth
CEO
Jaguar Land Rover

In-house teams live and breathe the brands they work on, and often have more clarity about what the brand stands for.

Alex Center
Founder
CENTER

Internal creative teams need to seize their insider advantage by using deep knowledge of the brand to leverage their strategic value to the corporation.

Moira Cullen
Strategic Advisor, Design
Rethink Food

WGBH recognized that design needed to be a function that reported directly to the CEO.

Chris Pullman
Vice President of Design
WGBH

Characteristics and challenges of internal design teams

An in-house studio becomes indispensable to a brand when knowledge, investment, and pride fuse with vision, creativity, and a mastery of expression.

Jeffrey Fields
Vice President, Global Creative Studio
Starbucks

Essential characteristics

Managed by a creative or design director

Valued by senior management

Staffed by experienced designers (creative and technical expertise)

Multifunctional (experience across all media)

Multilevel experience (senior level and junior level)

Clearly defined roles and responsibilities

Clearly defined processes and procedures

Commitment to brand identity standards

Ability to be creative within a system

Ability to explain the rationale behind solutions

Open channels of communication with senior management and within the group

Systems to track progress and projects

Biggest challenges

Lack of appreciation for importance of brand strength

Overcoming political hurdles

Getting access to senior management

Getting management's respect

Overcoming design-by-committee

Debunking the myth that high quality means high cost

Not being at the table when critical branding decisions are being made

Too much work for too small a staff

Design management model
Jen Miller, consultant

Design groups within organizations often operate at and grow to different levels of maturity depending on the needs of their internal clients as well as their own internal capabilities.

The design team's level of growth is based on their ability to share knowledge through well-defined standards, training, and communication.

Jen Miller
Consultant
Jen Miller Solutions

Internal design department drives company priorities and brand vision, and leads development of brand standards. Brand standards are regularly updated and audited for usability. Brand adherence is measured.

Brand builders

Internal design team collaborates with external agency in brand development, and serves as primary counsel to executive team and clients in developing branding initiatives. Team includes dedicated brand ambassador role.

Innovators

External agency develops brand standards. Internal design department helps set company priorities and leads efforts based on brand knowledge. Creative directors monitor brand adherence.

Strategists

Internal design department designs and executes against brand standards, measures effectiveness, and adds value through best practices.

Advisors

Internal design department executes brand vision at request of business and against available brand standards.

Service providers

Conducting research

Building a brand requires business acumen and well-informed decisions. The first priority is to understand the organization: its mission, vision, values, target markets, corporate culture, competitive advantage, strengths and weaknesses, marketing strategies, and challenges for the future.

1: conducting research

Research should be used to inform future business decisions, not justify decisions already made.

Alex Foss
Customer Insights Professional

Learning must be focused and accelerated. Clients hire firms with the intellectual capacity to understand the business as a way of ensuring that the solutions are linked to business goals and strategies.

Understanding comes from various sources—from reading strategic documents and business plans to interviewing key stakeholders. Requesting the appropriate information from a client is the first step; it should precede interviewing of any key management or stakeholders. Listening to the organization's vision and strategies for the future forms the nucleus of the creative process for a new identity. Interviewing key stakeholders provides invaluable insight into the voice, cadence, and personality of an organization. Frequently, ideas, strategies, and challenges that may never have been recorded before emerge during an interview.

Understanding is also achieved by experiencing the organization from a customer's perspective and seeing how easy it is to understand the product offerings, receive a sales pitch, or use the products.

We have two eyes, two ears, and one mouth. We should use them in that proportion.

Ilse Crawford
Designer + Creative Director
StudioIlse

Understand strengths and weakness vis-à-vis competitors

Discern internal values and stakeholders' collective vision for the brand

Discover any constraints within which the new brand identity must be built

Establish consensus on the business problem to solve

Uncover the essence of the company

Baseline information to request

Request these background materials to learn more about the organization prior to any interviews. If it is a public company, examine what financial analysts say about the company's performance and future prospects.

Mission
Vision
Values statement
Value proposition
Organization chart
Strategic planning documents
Business plans
Annual reports
Financial statements
Investor communications

Marketing plans
Existing market research
Cultural assessments
Employee surveys
CEO speeches
Press releases
News clippings
History
Trademarks and domains
Social media accounts

Interviewing key stakeholders

Interviewing key management is best done face to face. Recording the interview facilitates eye contact and a better interview. If necessary, interviewing can be done via virtually or by phone. Building trust is another agenda. The quality of the questions and the rapport established in the interview set the tone for an important relationship. Do not provide questions in advance, if possible, since spontaneous answers may be more insightful. Strike a balance between sticking to your questions and allowing the interviewee to steer the conversation toward their areas of expertise or interest. It is absolutely critical for you to read through the baseline information about the company before conducting any interview.

It is important to convey that you have already examined the documents provided. The list of who should be interviewed is cocreated with a client. It is best to keep interviews under forty-five minutes in length. Questions should be customized before the interview.

Face-to-face conversation is the new luxury.

Susan Bird
Founder + CEO, Wf360
TED Resident

Core interview questions

What business are you in?

What is your mission? What are your three most important goals?

Why was this company created?

Describe your products or services.

Who is your target market?

Prioritize your stakeholders in order of importance. How do you want to be perceived by each audience?

What is your competitive advantage? Why do your customers choose your product or service? What do you do better than anyone else?

Who is your competition? Is there a competitor that you admire most? If so, why?

How do you market your products or services?

What are the major trends and changes that affect your industry?

Where will you be in five years? In ten years?

How do you measure success?

What values and beliefs unify your employees and drive their performance?

What are the potential barriers to the success of your products or services?

What keeps you up at night?

Place yourself in the future. If your company could do anything or be anything, what would it be?

If you could communicate a single message about your company, what would it be?

Defining the problem

Research answers questions. But until the right questions are asked, useful answers will continue to prove elusive. Brainstorm, workshop, and iterate until you've aligned on the best way to define the problem. What do you need to know? Who do you want to learn about? What would a useful answer look like? Challenge yourself: How specific can you get?

Then it's time to observe the world, listen to the ideas of others without judgement, and remain open to the possibilities. Although research is the business discipline for gathering and interpreting data, insight may come from a more personal and intuitive place. Like other steps in the branding process, research is a dance between the intuitive and intentional.

Answering questions is relatively easy. Asking the right question is more difficult.

Karin Cronan
Partner
CRONAN

Your superpower is what you do better than anyone else on your team. One way for a team to draw on all its strengths is to know and activate each member's superpower.

Superpower Card Deck
SYPartners

We are moving from an economy and a society built on the logical, linear, computer-like capabilities of the Information Age to an economy and a society built on the inventive, empathic, big picture capabilities of what's rising in its place, the Conceptual Age.

Daniel H. Pink
A Whole New Mind

The most serious mistakes are not being made as a result of wrong answers. The true dangerous thing is asking the wrong question.

Peter Drucker
Management Consultant

A good problem statement often includes what is known, what is unknown, and what is sought.

Edward Hodnett
The Art of Problem Solving

Questions to ponder

Peter Drucker, Management Consultant

What is your business?

Who is the customer?

What is the value to the customer?

What will our business be?

What should our business be?

Keith Yamashita, Chairman, SYPartners

Why do we exist?

What will we become?

What makes employees passionate about their work?

What excites our customers?

What are the ideas that drive our company?

What are we doing that's different from what everyone else in our industry is doing?

What do we need to be successful?

What is holding us back?

Jim Collins, *From Good to Great*

What are you passionate about?

What can you be best in the world at?

What drives your economic engine?

Marcel Proust, Author

If you could change one thing about yourself, what would it be?

What do you consider your greatest achievement?

What is your most marked characteristic?

What is your idea of perfect happiness?

Arthur Aron, et al, Psychologist

Would you like to be famous? In what way?

What would constitute a "perfect" day for you?

For what in your life do you feel most grateful?

If you could wake up tomorrow having gained any one quality or ability, what would it be?

What is the greatest accomplishment of your life?

Basekamp

Why are we doing this?

What problem are we solving?

Is this actually useful?

Are we adding value?

Will this change behavior?

Is there an easier way?

What's the opportunity cost?

Is it really worth it?

Chris Hacker, Professor, ArtCenter College of Design

Do we really need it?

Is it designed to minimize waste?

Can it be smaller or lighter or made of fewer materials?

Is it designed to be durable or multifunctional?

Does it use renewable resources?

Are the product and packaging refillable, recyclable, or repairable?

Does it come from a socially and environmentally responsible company?

Is it made locally?

Danny Whatmough, Blogger

What is the objective?

How will you build a community?

What are you going to say?

Who's going to manage it?

How will you measure success?

Stephen Colbert, Comedian

Describe the rest of your life in five words.

Stanisław Radziejowski, Sea Captain

What do you want to be when you grow up?

Market research **Phase 1**

Smart research can be a catalyst for change; misguided research can stand in the way of innovation. Market research is the gathering, evaluation, and interpretation of data affecting customer preferences for products, services, and brands. New insights about attitudes, awareness, and behavior of prospects and customers often indicate opportunities for future growth.

Although anyone can access secondary research on the web, data alone does not provide answers. Interpretation is a skill in itself. There are many proprietary research tools and client intelligence competencies to help global corporations develop brand strategies. Smaller branding firms often partner with market research firms and, in many cases, are provided with existing research reports about customer preferences or marketing segments.

Research is to see what everybody else has seen, and to think what nobody else has thought.

Albert Szent-Györgyi

The best market researchers see the big picture, are diligent about the details, and know how to produce actionable results.

Laurie C. Ashcraft
President
Ashcraft Research

Qualitative research

Qualitative research reveals customers' perceptions, beliefs, feelings, and motives. Findings may offer new insights about the brand and often help develop hypotheses to test with quantitative research.

Bulletin boards

Participants engage in online, asynchronous discussions and activities guided by a moderator. Depending on the research goal, participants' responses can be private or visible to other participants.

Ethnography

Customer behavior is observed in everyday life in work, home, environment, or retail.

Focus groups

Live group discussions about a predetermined subject are led by a moderator with selected participants who share common characteristics.

Usability testing

Designers and human-factor engineers observe and monitor participants using the brand's products. Some forms of usability testing may be considered quantitative.

Mystery shopping

Researchers anonymously pose as customers, and evaluate the shopping experience, salesmanship, professionalism, closing skills, follow-up, and overall satisfaction.

One-on-one interviews

Individual in-depth interviews with company leaders, employees, and customers are ideally conducted face-to-face.

Social listening

Monitoring conversations about a brand on social networks, online forums, or in e-commerce reviews.

Product testing

Products are tested to replicate real life or to get a point-in-time user experience. Whether it is preparing and eating a food product or driving a new vehicle, product testing is critical to the long-term success of a brand.

Quantitative research

Quantitative research creates statistically valid market information. The aim is to provide enough data from enough different people to enable companies to predict—with an acceptable level of confidence—the aggregate characteristics, attitudes, and behaviors of category buyers or a target audience.

Online surveys

Information is gathered via the web from respondents who meet specific screening criteria. Typically, potential respondents receive an email invitation with a link to the survey.

Product testing

Products are tested to replicate real life or to get a point-in-time user experience. Whether it is preparing and eating a food product or driving a new vehicle, product testing is critical to the long-term success of a brand.

MaxDiff analysis

Short for "maximum difference," identifies the most and least preferred attributes of a product or service. Survey respondents share their opinion on the best and the worst options out of a set.

Conjoint analysis

Uncovers how customers value different combinations of product attributes. This method is often used for determining optimal pricing or the ideal set of product features.

Neuromarketing

Applies the principles of neuroscience and uses biometrics to study how consumers' brains respond to marketing stimuli.

Segmentation

Consumers and businesses are clustered into groups, each with its own motivations, interests, lifestyles, and affinity for particular goods and services. Segments are usually defined by demographic and psychographic information.

Equity tracking

Ongoing brand strength is monitored. Most large brands conduct continual in-market equity tracking that includes key brand ratings, brand and advertising awareness, and brand usage trended over time.

Digital analytics

Analysis of customers' browsing, purchase, or usage behaviors on web or software platforms.

Primary vs. secondary research

Primary research

Collection of new qualitative or quantitative information designed to fit specific needs.

Can include surveys, interviews, ethnography, focus groups, and different forms of data analysis.

Typically more recent, reliable, and tailored to your specific research questions—but may cost more and take more time to acquire.

Secondary research

Interpretation and application of existing statistical, demographic, or qualitative data.

Examples include competitive intelligence from business database services, information about the structure of a market, and syndicated data recorded and sold by suppliers such as Nielsen and IRI.

Usually inexpensive and quick, but may be outdated or less relevant than primary research.

Usability testing Phase 1

Usability testing is a research tool used by designers, engineers, and marketing teams to develop and refine new and existing products. This method can be extended to any part of the customer experience, purchasing, delivery, and customer service. Through the careful observation of a handful of target users, product development teams can acquire immediate feedback on the product's strengths and weaknesses. By documenting the actual behaviors of people using the product, the development team can isolate and remedy any design flaws before releasing it to the market.

The benefit of this approach is that it lowers the risk of launching a product that is confusing, difficult, or unhelpful for the intended audience.

True usability is invisible. If something is going well, you don't notice it. If one thing doesn't work about it, you notice everything.

Dana Chisnell
Founder of UsabilityWorks
Co-director of Center for Civic Design

Usability testing is a great tool throughout the process. Test early and often with small groups of representative users. If you are revising or updating something, test the current version first.

Dr. Ginny Redish

Process: Usability testing From *Handbook of Usability Testing* by Jeffrey Rubin and Dana Chisnell

▶ Develop test plan

Review testing goals

Communicate research questions

Summarize target participant characteristics

Describe the method

List the tasks

Describe the test environment, equipment, and logistics

Explain moderator role

List the data you will collect

Describe how the results will be reported

▶ Find + select participants

Define the behavior and motivation selection criteria for each user group

Characterize users

Define the criteria for each user group

Determine the number of participants to test

Screen and select participants

Schedule and confirm participants

▶ Prepare test materials

Develop a script for moderator

Develop task scenarios for participants to perform

Develop background questionnaire to collect demographic data

Develop pretest questionnaires and interviews

Develop post-test questionnaire about experience

▶ Set up environment

Decide on location and space

Gather and check equipment, artifacts, and tools

Identify co-researchers, assistants, and observers

Determine documentation techniques

What is needed for usability testing
Dr. Ginny Redish
Letting Go of the Words: Writing Web Content That Works

Real issues: You have thought about what you want to learn and planned the test to give you answers to your questions.

Real people: Participants represent (at least some of) the site visitors or app users you want.

Real tasks: The stories (scenarios, conversations) you have them try out with the website or app are ones that they really want to do or that are realistic to them.

Real data: You watch, listen, ask neutral questions, and take notes as they work. (In remote, unmoderated tests, you may get only what they did—clickstream data—without hearing why or being able to ask questions.)

Real insights: You put away your assumptions and biases as you review the data. You see what is working well and what is not.

Real changes: You use what you learned. You keep what is working well and improve what could be better.

Benefits of usability testing
Dana Chisnell

Informs design solutions

Creates satisfying (and even delightful) products

Eliminates design problems and frustrations

Creates a historical record of usability benchmarks for future releases

Puts customer at center of the process

Increases customer satisfaction

Creates products that are useful and easy to use

Features are more likely to be popular among users

Improves profitability

Reduces development costs over the life of a product

Increases sales and the probability of repeat sales

Minimizes risk and complaints

Development teams employing usability methods are quicker to market

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There's no substitute for watching and listening to users as they interact with your design, whether it's a product, software, or a service.

Dana Chisnell
Founder of UsabilityWorks

Focus group results are what site visitors think they might do. Usability testing shows what visitors actually do.

Kelly Goto & Emily Cotler
Web ReDesign 2.0: Workflow That Works

▶ **Conduct test sessions**

Moderate the session impartially

Probe and interact with the participant as appropriate

Don't "rescue" participants when they struggle

Have participants fill out pretest questionnaires

Have participants fill out post-test questionnaires

Debrief participants

Debrief observers

▶ **Analyze data + observations**

Summarize performance data

Summarize preference data

Summarize scores by group or version

Identify what causes errors and frustrations

Conduct a source of error analysis

Prioritize problems

▶ **Report findings + recommendations**

Focus on solutions that will have the widest impact

Provide short- and long-term recommendations

Take business and technology constraints into account

Indicate areas where further research is required

Create a highlights video

Present findings

Marketing audit Phase 1

A marketing audit is a methodical examination and analysis of all marketing, communications, and identity systems, past and present. The process takes a magnifying glass to the brand and its multiple expressions over time. To develop a vision for an organization's brand in the future, you must have a sense of its history.

Inevitably, something of worth has been thrown away—a tagline, a symbol, a phrase, a point of view—for what seemed like a good reason at the time. There might be something from the past that should be resurrected or repurposed. Or perhaps a color or tagline that has been in place since the beginning is due for an update

or overhaul. Research can help determine the equity of these long-standing brand assets.

Repositioning an organization, revitalizing or redesigning an identity system, or developing an entirely new identity requires an examination of the communications and marketing tools an organization has used in the past. Identifying what works and what doesn't provides valuable learning in the creation of a new identity. Mergers present the most challenging audit scenarios because two companies—perhaps even competitors—must be aligned.

Examine customer experience first and move to the intersection of strategy, content, and design.

Carla Hall
Creative Director
Carla Hall Design Group

Process: Marketing audit

Understand the big picture

Markets served
Sales and distribution
Marketing management
Communications functions
Internal technology
Challenges

Request materials

Existing and archival
Identity standards
Sales and marketing materials
Collateral and stationery
External communications
Internal communications
Signage
Packaging

Create a system

Organization
Retrieval
Documentation
Review

Solicit information

Contextual/historical background
Marketing management
Communications functions
Attitudes toward brand
Attitudes toward identity

Examine materials

Sales and marketing materials
Collateral and stationery
Communications
Environments
Products and packaging

Request materials

The list below shows a broad range of materials to request. It is important to create an effective organization and retrieval system since you will likely be amassing a large collection. Have someone provide background on what has worked and what hasn't.

Organizing audits

Create a war room and curate the walls. Devise a standard system to capture findings. Take a "before" picture.

Brand identity

All versions of all identities ever used
All signatures, marks, logotypes
Company names
Division names
Product names
All taglines
All trademarks owned
Standards and guidelines

Strategy and guidelines

Brand strategy documentation
Brand guidelines
Motion principles
UI principles

Stationery

Letterhead, envelopes, labels, business cards
Invoices, statements
Proposal covers
Folders
Forms

Sales and marketing

Sales and product literature
Newsletters
Advertising campaigns
Investor relations materials
Annual reports
Seminar literature
Presentations
Document templates

Digital communications

Website
Intranet
Extranet
Video
Banners
Blogs
Social media profiles
Apps
Email signatures

Internal communications

Employee communications
Training, onboarding
Employee badges
Ephemera (T-shirts, baseball caps, pens, and so on)

Environmental applications

External signage
Internal signage
Store interiors
Banners
Tradeshow booths

Retail

Packaging
Promotions
Shopping bags
Menus
Merchandise
Displays

▶ **Examine identity**

Names
Marks
Color
Imagery
Typography
Language
Look and feel

▶ **Examine how things happen**

Process
Decision making
Communications responsibility
Production
In-house and agency

▶ **Document learnings**

Equity
Brand architecture
Positioning
Key messages
Visual language
Epiphanies

Competitive audit Phase 1

A competitive audit is a dynamic data-gathering process. Audits examine the competition's brands, key messages, and identity in the marketplace, from brandmarks and taglines to ads and websites. More than ever, it is easy to gather information on the internet; however, don't stop there. Finding ways to experience the competition as a customer often provides valuable insights.

The greater the insight into the competition, the greater the competitive edge. Positioning the company in relationship to the competition is both a marketing and a design imperative. "Why should the customer choose our products or services over those of others?" is the marketing challenge. "We need to look and feel different" is the design imperative.

The breadth and depth of this audit can vary widely depending on the nature of the company and the scope of the project. Frequently, a company has its own competitive intelligence. Primary qualitative or quantitative research can also inform the competitive audit.

An audit is an opportunity to build a complete understanding of the business and establish a context for the branding solution.

David Kendall
Principal, User Experience Design, Digital Design and UX
AT&T

Process: Competitive audit

▶ **Identify competitors**	▶ **Gather information + research**	▶ **Determine positioning**	▶ **Identify key messages**	▶ **Examine visual identity**
Who are leading competitors?	List information needed	Examine competitive positioning	Mission	Symbols
What is their category?	Examine existing research and materials	Identify features/benefits	Tagline	Meaning
Who most closely resembles the client, and in what ways?	Determine if additional research is required	Identity strengths/ weaknesses	Descriptors	Shape
Which companies compete indirectly?	Consider interviews, focus groups, online surveys	Examine brand personality	Themes from advertising and collateral	Color
		Examine category		Typography
				Look and feel

Using the competitive audit

Present audit at the end of the research phase.

Use learning to develop new brand and positioning strategy.

Use audit to inform the design process.

Consider meaning, shape, color, form, and content that the competition does not use.

Use audit when presenting new brand identity strategies to demonstrate differentiation.

Understanding the competition

Who are they?

What do their brands stand for?

What markets/audiences do they serve?

What advantages (strengths) do they have?

What disadvantages (weaknesses) do they have?

What are their modes of selling and cultivating customers/clients?

How do they position themselves?

How do they characterize their customers/clients?

What are their key messages?

What is their financial condition?

How much market share do they hold?

How do they use brand identity to succeed?

What do they look and feel like?

An audit of color palette and language used by four major US banks revealed a common color combination—blue and red—and an overused message—supporting the community. When everyone looks or sounds the same, there may be an opportunity to stand out with a fresh look or message.

We're committed to **strengthening our communities.**

Citi has more than 200 years of experience growing businesses and **supporting communities.**

Dedicated to **supporting our communities** through responsive and humble actions.

We are **supporting** small businesses and nonprofits to . . . foster financial well-being in our **communities.**

▶ **Document identity**

Identity signatures

Marketing collateral materials and website

Sales and promotional tools

Brand architecture

Signage

▶ **Examine naming strategy**

Core brand name

Naming system for products and services

Descriptors and domains

▶ **Examine brand hierarchy**

What type of brand architecture?

How integrated or independent is the core brand in relation to subsidiaries or sub-brands?

How are the products and services organized?

▶ **Experience the competition**

Navigate websites

Visit shops and offices

Purchase and use products

Use services

Listen to a sales pitch

Call customer service

▶ **Synthesize learnings**

Make conclusions

Start seeing opportunities

Organize presentation

Verbal audit Phase 1

A verbal audit may be called a language, voice, messaging, or content audit. Regardless of the moniker, it is the Mount Everest of audits. Every organization aspires to conduct one, but very few accomplish it or go beyond square one. Even though language is an intrinsic part of the marketing audit, many companies do not tackle "voice" until after they have designed a new brand identity program.

The bold look at content and design at the same time, revealing the entire spectrum of how language is used. Analyzing the intersection of customer experience, design, and content is an intensive and rigorous endeavor that demands the left brain and right brain working in tandem.

Vigorous writing is concise.

William Strunk, Jr. and
E.B. White
The Elements of Style

I use words as an inspiration in my creative work almost every day.

Michael Johnson
Founder
Johnson Banks

The English language . . . is not so easily ruled and regulated. It developed without codification, sucking up new constructions and vocabulary every time some foreigner set foot on the British Isles.

Benjamin Dreyer
Dreyer's English

Process: Examining language

Formal company name
Company brand name
Descriptors
Taglines
Product names
Feature names
Process names
Service names
Division names

Identification

Mission
Vision and values
Key messages
Guiding principles
Customer pledges
History
Elevator pitch
Boilerplate

Aspiration

Meaning
Voice
Tone
Emphasis
Accuracy
Clarity
Consistency
Positioning
Framework
Hierarchy
Punctuation
Capitalization
Style

Foundation

Criteria for evaluating communications
Siegel+Gale

Adherence to brand values

Is the tone and look of the information consistent with your brand attributes?

Customization

Is content based on what you already know about the customer?

Structure and navigational ease

Is the purpose of the communication readily apparent, and is the communication easy to use?

Educational value

Did you take the opportunity to anticipate unfamiliar concepts or terminology?

Visual appeal

Does the communication look inviting and in keeping with the company's positioning?

Marketing potential

Does the communication seize the opportunity to cross-sell products in a meaningful, informed way?

Loyalty support

Does the communication thank customers for their business or in some way reward them for extending their relationship with you?

Utility

Is the communication well suited to its function?

A verbal audit of THIS, a London-based line of meat-alternative products, reveals a unique incorporation of the brand name into headlines and product names like "THIS isn't Chicken." The brand's voice is defined by humor, a subtle defiance, and occasional Britishisms (e.g., "cracking" and "porkies").

We created the brand and tone of voice to make it more fun—the name "THIS" is a gift for great writing.

Michael Johnson
Founder
Johnson Banks

THIS ISN'T WHAT YOU THINK IT IS.

THIS IS CRACKING NEWS FOR CHICKENS.

THIS IS WHERE MEAT-FREE STARTS TO GET MUCH MORE INTERESTING.

THIS: Johnson Banks

Navigation

Call to action · Phone numbers · URLs · Email signatures · Voicemail messages · Titles · Addresses · Diagrams · Forms · Directions

Information

News releases · FAQs · Press kits · Annual reports · Brochures · Shareholder communications · Call center scripts · Customer service scripts · Sales scripts · Presentations · Announcements · Web content · Blog content · Social media content · Newsletters · Advertising campaigns · Direct mail

Findings report Phase 1

A findings report or research readout signals the end of the research phase. It is a formal presentation made to key decision makers that synthesizes key learnings from interviews, audits, and other research. The biggest challenge is organizing a vast amount of information into a succinct and strategic presentation. The findings report is a valuable assessment tool for senior management and a critical tool to help the creative team do responsible, differentiated work. It should be used as a reference throughout the entire process.

Occasionally, findings reports lead to epiphanies. Some management teams are shaken by their brand's lack of consistency across media or by how much more disciplined the competition is in its marketing. In other cases, the value of the findings report is in distilling, organizing, and highlighting familiar information in a way that spurs new or more focused thinking. The findings report opens up possibilities and sets the stage for the strategy phase.

Research is formalized curiosity. It is poking and prying with a purpose.

Zora Neale Hurston
Author + anthropologist

I've trained thousands of marketers and the best part is watching them realise that diagnosis feeding strategy, which then feeds tactics, is the way it was always meant to have been done.

Mark Ritson
Brand Consultant and
Former Marketing Professor

Process: Synthesize learnings

▶ Interviews

Stakeholder categories
Key learnings
Customer insights
Excerpts

▶ Brand essence

Strategy
Positioning

▶ Marketing research

Brand recognition
Survey results
Focus group findings
Perceptual mapping
SWOTs
Gap analysis
Benchmarking

▶ Marketing audit

Logos and signatures
Brand architecture
Across marketing channels, media, product lines
Look and feel
Imagery
Color
Typography

▶ Verbal audit

Voice and tone
Clarity
Naming
Taglines
Key messages
Navigation
Hierarchy
Descriptors

Essential characteristics

Focuses leaders on the possibilities	Adds value and sense of urgency to the process
Kick-starts robust conversations	Informs the creative team
Identifies gaps between positioning and expression	Unearths brilliant, forgotten ideas, images, and words
Uncovers inconsistencies	Builds commitment to doing things right in the future
Reveals the need for more differentiation	

An audit of over 70 departments revealed that the City of Vienna's positioning and communications had become complicated by myriad sub-brands that obscured the role of the city government and created inefficiencies for staff. In response, Saffron's strategy and design teams devised a monolithic brand architecture model that significantly reduced strategic and visual noise.

City of Vienna audit readout: Saffron Brand Consultants

▶ **Competitive audit**

Positioning
Logos
Brand architecture
Taglines
Key messages
Look and feel
Imagery
Color
Typography

▶ **Intellectual property audit**

Trademarks
Compliance issues

▶ **Process audit**

Existing guidelines
Technology
Collaboration

Clarifying strategy

Phase 2 involves both methodical examination and strategic imagination. It is about analysis, discovery, synthesis, simplicity, and clarity. This combination of rational thinking and creative intelligence characterizes the best strategies, which go where others have not.

2: clarifying strategy

Look into a microscope with one eye and a telescope with the other.

Blake Deutsch

In Phase 2, all of the learnings from the research and audits are distilled into a unifying idea and a positioning strategy. Agreement is solidified about target markets, competitive advantage, brand core values, brand attributes, and project goals. More often than not, the definitions of the problem and its challenges have evolved. Although many companies have their values and attributes in place, they may not have taken the time to articulate and refine them, or to share them beyond an off-site management retreat. The role of the consultant here is to identify, articulate, illuminate, weave, and play back the possibilities.

Phase 2 can lead to a number of outcomes. In a merger, a new brand strategy for the combined enterprise is necessary. Other scenarios require a unifying idea that will be effective across business lines. A brand brief is often created, followed by discussion about findings and epiphanies. When there is openness and candor between the client and the consultant, true collaboration can produce exceptional results. Key success factors during this phase are trust and mutual respect.

Strategy scenarios

Different scenarios determine the scope of services during the second phase.

A clearly defined business strategy

When Turner Duckworth first met with Jeff Bezos in 1999, their client needed a logo to reflect the visionary's business strategy to sell more than just books. The strategy was clear, and the design firm's goals were to position Amazon.com as customer-focused and friendly.

A need for brand strategy

In 2003, the V&A did not have a strong or distinctive brand. The museum worked with Jane Wentworth Associates (JWA) to develop a brand strategy. Its vision was to be the world's leading museum of art and design. JWA then developed a long-term staff engagement program to help everyone understand what the strategy represented and give them the confidence to put it into practice.

A need to activate business strategy

Landor worked with the Mint team to develop an identity system to embody the spirit of the brand, and to make sure that the brand work activated the business strategy. In 2014, Landor helped Intuit translate Mint's business strategy to stand for a bigger, emotional idea.

Starting from a blank page

NIZUC Resort & Spa started as nothing more than a destination and a developer that had a burning desire to compete with established luxury brands. In 2014, Carbone Smolan Agency created the story that would act as the foundation for the NIZUC brand and transform its property into a sought-after luxurious escape.

A joint venture needs a name and strategy

VSA Partners created a brand strategy and a new name, Cingular, for the joint venture of Bell South Mobility and SBC Wireless in 2000. The new name would represent eleven former brands and more than 21 million customers. Viewing the wireless space evolving from a features-and-functions buying decision to a lifestyle choice, VSA positioned Cingular as the embodiment of human expression.
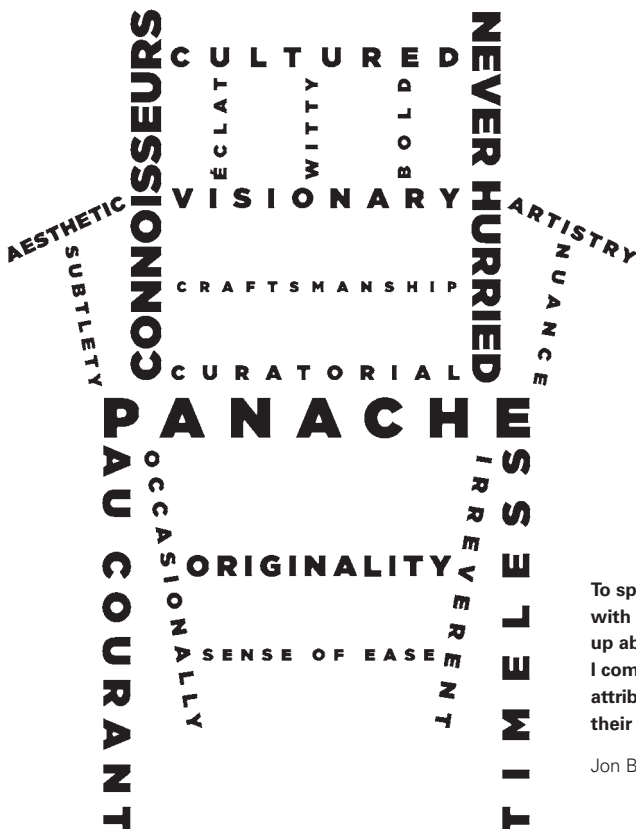
To spark a conversation with the founders of a start-up about their strategy, I composed their brand attributes in an image of their product category.

Jon Bjornson

Narrowing the focus Phase 2

It is never enough to examine a company's current business strategy, core values, target markets, competitors, distribution channels, technology, and competitive advantage. It is crucial to stand back and look at the big picture—what are the economic, sociopolitical, global, or social trends that will affect the brand in the future? What are the drivers that have made the company successful in the past?

Interviews with senior management, employees, customers, and industry experts will provide an intimate glance into the uniqueness of a company. Often, the CEO has a clear picture of an ideal future and all its possibilities. A good consultant will hold up a mirror and say, "This is what you have told me and I heard it again from your customers and your sales force. And this is why it is powerful." It is important to look for the gold.

If you want to build a brand, you must focus your branding efforts on owning a word in the prospect's mind. A word that no one else owns. What prestige is to Mercedes, safety is to Volvo.

Al Ries and Laura Ries
The 22 Immutable Laws of Branding

As the mass and volume of information increases, people search for a clear signal—one that gives pattern, shape, and direction to the voice.

Bruce Mau
Designer

A brand becomes stronger when you narrow the focus.

Al Ries and Laura Ries
The 22 Immutable Laws of Branding

NEXT Insurance was growing fast, but lacked visual credibility and a compelling point of view. In partnership with COLLINS, we changed that. By taking a strategic approach to our design behaviors, we drove enormous business growth. Undoubtedly, the bold colors, large graphic type, and strong wordmark made it possible for us to scale as fast as we did, but that all sat on a strategic platform with a singular focus: "Get NEXT. Get Going."

Spencer Hansen
Executive Creative Director
NEXT Insurance

Engage in meaningful dialogue

Companies frequently do not take the time to revisit who they are and what they are about. The beauty of this process is that it gives senior managers an explicit reason to go off site and spin a dream. It is a worthwhile exercise. Superb consultants know how to facilitate a dialogue between core leaders in which various brand scenarios are explored and brand attributes surface.

Uncover brand essence (or simple truth)

What does a company do that is best in world? Why do its customers choose it over its competition? What business are they in? How is it really different than its most successful competitor? What are three adjectives that summarize how this company wants to be perceived? What are its strengths and weaknesses? The clarity of these answers is an important driver in this phase.

Develop a positioning platform

Subsequent to information gathering and analysis are the development and refinement of a positioning strategy. Perceptual mapping is a technique that is frequently used to brainstorm a positioning strategy. On which dimension can a company compete? What can it own?

Create the big idea

The big idea can always be expressed in one sentence, although the rationale could usually fill a book. Sometimes the big idea becomes the tagline or the battle cry. The big idea must be simple and transportable. It must carry enough ambiguity to allow for future developments that cannot be predicted. It must create an emotional connection, and it must be easy to talk about, whether you are the CEO or an employee. Big ideas are hard to develop.

Vision			
Values			
Mission			
Value proposition			
Culture			
Target market			
Segments			
Stakeholder perceptions			
Services			
Products	Core values	Differentiation	Central idea
Infrastructure	Brand attributes	Value proposition	Unifying concept
Understanding →	**Clarifying**	**Positioning**	**Brand essence**	**Big idea** !
Marketing strategy	Competitive advantage	Business category	Key messages
Competition	Brand strategy		Voice and tone
Trends			
Pricing			
Distribution			
Research			
Environment			
Economics			
Sociopolitics			
Strengths/weaknesses			
Opportunities			
Threats			On which dimension can we compete?

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Positioning Phase 2

A brand's position—the conceptual territory it claims relative to other brands—is informed by customer needs, the competition, and the brand's advantages. Understanding the broader cultural backdrop, from changes in demographics to trends in technology, is also critical.

Today, brands must stay vigilant to ensure their position maintains relevancy in light of new competitors, social and political shifts, and constant changes in the business climate, both globally and locally. The ability to stay nimble and reposition, without losing sight of the brand's core values and consistent strengths, is essential. New opportunities emerge as disruptions make yesterday's products and services obsolete. Brands like Trader Joe's, Mint Mobile, and Amazon have convinced their customers that they truly understand their lifestyles. Impossible Foods, Canva, and NEXT Insurance have disrupted established industries.

A brand needs the consumer to know that it exists and to think two or three things about it. Those two or three things are what we need the brand position to be. Write them down.

Mark Ritson
Brand Consultant +
Former Marketing Professor

The essence of positioning is sacrifice. You must be willing to give up something in order to establish that unique position.

Al Ries
Positioning: The Battle for Your Mind

The onliness exercise
Marty Neumeier, *ZAG*

This exercise helps brand builders discover their radical differentiation. "If you can't say why your brand is both different and compelling in a few words, don't fix your statement—fix your company," says Neumeier. Cirque du Soleil, the only circus that doesn't have animals, is a great example.

OUR [offering] IS THE ONLY [category] THAT [benefit].

© Marty Neumeier

Superior competitive positioning

Excerpted from *Brand Planning* by Kevin Lane Keller

Determine competitive frames of reference

The competitive frame of reference defines which other brands a brand competes with and therefore which brands should be the focus of analysis and study.

Develop unique brand points-of-difference

Attributes or benefits that consumers strongly associate with a brand, positively evaluate, and believe they could not find to the same extent with a competitive brand.

Establish shared brand points-of-parity

Associations designed to negate competitors' points-of-difference and demonstrate category credentials.

Create a brand mantra

Short, three- to five-word phrases that capture key points of difference and the irrefutable essence or spirit of the brand.

Imperatives for the positioning process

Chris Grams, *The Ad-Free Brand*

Understand that it matters what everyone thinks about the brand, not just customers.

Empower as many people as possible to listen and to speak on behalf of the brand.

Bring the community in and allow the brand out.

Encourage people to live the brand, not just talk about it.

Achieve results with a collaborative and engaging process.

Signal that branding is an ongoing conversation and a work in progress.

Acknowledge that building a brand in a digital and connected world is about guiding, influencing, and being, not telling.

Test ideas with communities of prospects, partners, and contributors.

Perceptual mapping

A simple perceptual map can help illuminate how competitors are perceived and highlight opportunities to stand out. What are the most important dimensions along which brands are compared? How is each brand perceived along these dimensions? Is there an opportunity to take advantage of a gap or "white space"— an unclaimed position that customers would value?
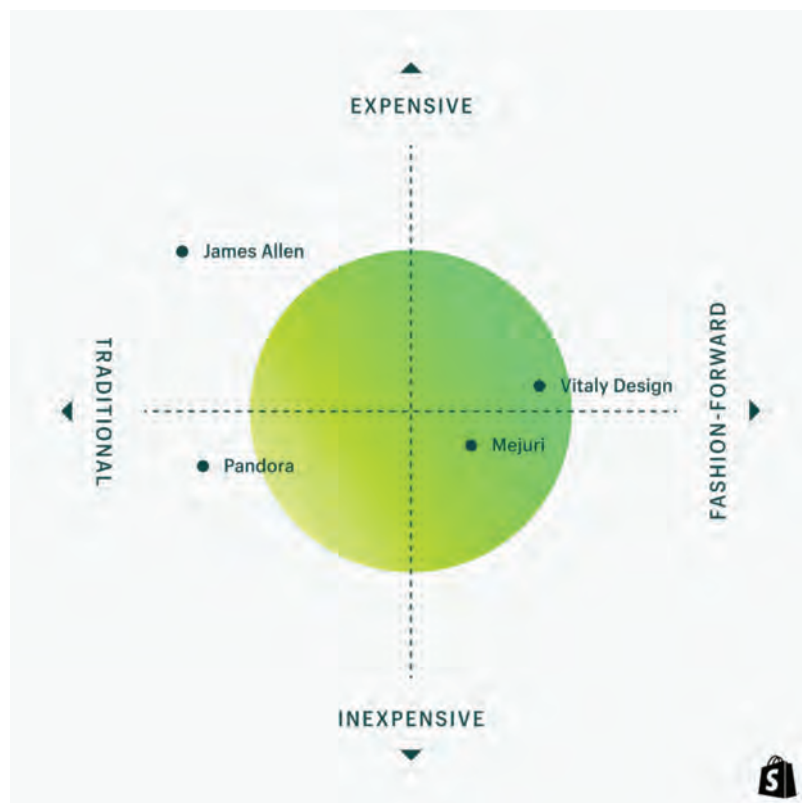
Brand brief Phase 2

Getting key decision makers to have a shared understanding of the brand is a critical step, and often hard to do. Culling the brand down to a simple, one-page document, rather than a twenty-page treatise that no one wants to read, let alone try to remember, makes it easier to facilitate robust discussions and make decisions. The best briefs are succinct, strategic, and approved by the most senior people in an organization early in the process.

When a brief is approved, the project is more likely to stay on track and succeed. The brief is the result of a collaborative process—collective thinking and agreement on a brand's attributes and positioning, as well as the desired endpoint and criteria of the process. Once the brand brief is agreed upon, the next step is to write the creative brief, which is a road map for the creative team. Never write it until the brand brief has been approved.

We use the brand brief to focus the conversation on building leadership alignment around the brand's core components.

Blake Howard
Cofounder
Matchstic

The brand brief is a foundational document that clearly articulates who we are and why we exist.

Matt Hanes
Founder
Acru

Human Rights First worked with Matchstic to create an identity that would stand out, solidify its position in the nonprofit landscape, and better reflect the idea of a collective at work.

Human Rights First: Matchstic

The components of a brand brief

Shantini Munthree, Managing Partner, The Union Marketing Group

	Purpose	What to include
Core purpose/ mission statement	Explain why the company exists beyond making a profit	Short, readable, memorable sentence or two
Audience	Define the target audience and ideal customers	Target audience, their highest-level needs, and key insights into aspirations and challenges
Value proposition	Outline functional, emotional, and social benefits (how we fulfill audience needs)	Highest-level benefits that tie to highest-level needs
Values	Document the core beliefs and values that define our culture	Selective words to describe brand values
Personality attributes	Guide brand expression strategies and personality	Selective words to describe brand personality, voice, and distinctive character
Key competitors	Compare points of difference and parity	Leading competitors who serve same target
Business/product/services	Describe the deliverables being offered	Top three to four offers
Proof points	State reasons why we will be successful	Irrefutable evidence to support value proposition
Big idea	Express a compelling, central, unifying concept	Succinct, memorable phrase

The difference between a brand brief and a creative brief

Shantini Munthree, Managing Partner, The Union Marketing Group

	Brand brief	Creative brief
Primary purpose	Brand equity/reputation management/clarity	Achieve project goals
Timeline	Evergreen	Product/service, business goal-specific
Decision owner	CEO/leadership team	Marketing/creative director/design team
Metrics	Brand health, tied to business goals	Goal tied to project goal
Key audience	Leadership team and all employees	Creative team
Used for	Organizational agreement, brand strategy, staying on brand	Brand messaging, identity design, redesign, or naming

Create a succinct and strategic diagram

Creating a brand brief that everyone agrees on is a hard task but well worth the time invested because it is a sustainable tool. Make it visual. Hand out 11x17 prints of the brief to kick-start conversations. The number of versions may surprise you. It's okay.

Brief variations

Large companies create briefs for marketing segments or business lines.

Version control

Writing a brief is an iterative process. Save each version with a date and version number.

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Naming Phase 2

Naming is not for the faint of heart. It is a complex, creative, and iterative process requiring experience in linguistics, marketing, research, and trademark law. Even for the experts, finding a name for today's company, product, or service that can be legally protected presents a formidable challenge.

Various brainstorming techniques are used to generate hundreds, if not thousands, of options. Culling the large list takes skill and patience.

Names need to be judged against positioning goals, performance criteria, and availability within a sector. It is natural to want to fall in love with a name, but the bottom line is that meaning and associations are built over time.

Agreement is not easy to achieve, especially when choices seem limited. Contextual testing is smart and helps decision making.

Naming is 20 percent creative and 80 percent political.

Danny Altman
Founder
A Hundred Monkeys

If you really get buy-in to the process, it's much easier to get buy-in to the result. Whereas if you just show someone a list of 100 names, how are they going to tell which of those are good— which stands out to them?

Eli Altman
Creative Director
A Hundred Monkeys

Treating name exploration as an actual expedition inspires me and encourages creative exhaustiveness: I am less likely to leave areas un- or under-explored having visualized them as physical spaces.

Anthony Shore
Operative Words

Process: Naming

Get organized

Examine brand goals and target market needs

Review existing name(s)

Examine competitor names

Decide on timeline and team

Determine decision-making process

Prepare system for documenting name ideas

Create the naming brief

Define ideas to convey

Identify types of names to explore

Describe desired tonality

Describe audience

List competitor names

Document screening criteria

List words to explore or avoid

Secure approval of brief

Generate names

Create hundreds of name ideas

Explore synonyms and metaphors

Dive deep on relevant topics

Spur lateral thinking

Consider meaning and phonetics

Focus on quantity, then quality

Keep consolidated list of names

Shortlist names

Select a few dozen for screening

Shortlist with other namers

Say names out loud

Think strategically

Look for unconventional ideas

Remember many names may not be available

Inspiration

Etymology
Dictionaries
Thesauruses
Googling
Google Images
Latin roots
Greek roots
Foreign languages
Pop culture
Song lyrics
Poetry
Literature
Television
Movies
Famous quotes
Idioms
Music terminology
History
Art
Commerce
Colors
Symbols
Metaphors
Analogies
Rhymes
Alliteration
Sounds
Onomatopoeia
Science
Technology
Astronomy
Mathematics
People's names
Personality traits
Myths
Stories
Values
Dreams

Naming basics

Brand names are valuable assets.

When brainstorming, there are no stupid ideas.

Always examine a name in context.

Consider sound, cadence, and ease of pronunciation.

Be methodical in tracking name selections.

Don't expect the right name to "jump off the page."

Give names a chance to grow on you.

Meaning and association are built over time.

Name generation techniques and exercises

Look for synonyms and metaphors for words in the naming brief.

Create a mind map.

Mix and match words and syllables.

Coin words by altering spelling or combining words.

Take a field trip to immerse yourself in the subject.

Pretend you're naming something else.

Try to come up with bad ideas on purpose.

Generate names in a series of timed sprints.

Same name, different brands
Remember that names may be registered in different classes of goods and services.

Dove Chocolate: Chocolate, ice cream, candy

Dove: Soap, hair care, deodorant, moisturizers

Morningstar: Financial and investment information

MorningStar Farms: Veggie food products

▶ **Screen names**

Look for identical or similar names used for similar goods and services
Check trademark databases
Search online
Visit relevant online domains
Check meaning, associations, pronunciation in other languages
Check cultural connotations
Rule out "risky" names

▶ **Present names**

Deliver formal presentation
Review naming brief
Explain how to evaluate names
Share each name with visual aid
Say names out loud
Avoid biasing decision
Drive alignment among decision-makers

▶ **Call your attorney**

Select a handful of top name candidates
Ask an experienced trademark attorney to conduct a full search
Limit search to relevant geography
Ask about registrability
Ask about legal risk
Leave time for an in-depth assessment

▶ **Select final name**

Consider legal risk
List pros and cons on "scorecard"
Avoid popularity contest
Be decisive, be bold
Apply for trademark
Get domain
Plan the brand launch

Designing identity

Investigation and analysis are complete; the brand brief has been agreed upon, and the creative design process begins in Phase 3. Design is an iterative process that seeks to integrate meaning with form. The best designers work at the intersection of strategic imagination, intuition, design excellence, and experience.

3: designing identity

Design is intelligence made visible.

Lou Danziger

Form and counterform. Light and tension. Expanded meaning that is not exhausted at first glance. You need to know the enterprise inside and out.

Malcolm Grear

You design for durability, for function, for usefulness, for rightness, for beauty.

Paul Rand

The best identity designers understand how to communicate effectively through the use of signs and symbols, a keen sense of form and letterforms, and the history of design.

Hans-U. Allemann
Cofounder
Allemann, Almquist & Jones

The trademark, although a most important element, can never tell the whole story. At best it conveys one or two aspects of the business. The identity has to be supported by a visual language and a vocabulary.

Steff Geissbuhler

Phase 3 overview

First things first

Understand what the brand stands for, what it offers, who its customers are, how it is different from its competitors, and its competitive advantage. Be clear about design goals, constraints, timelines, deliverables, and communications protocols. The creative brief does not replace the brand brief.

Review all research

It is critical that the design team has reviewed all internal and competitive audits. If the design team has not conducted the interviews or led any workshops, it's imperative to revisit the key findings. Immerse yourself in the brand, its possibilities, and challenges.

Identify key applications

Make sure that you have a list of the most important applications, so you can test the viability of your solutions in real-world scenarios. This is helpful in the design process and critical when you present to the final decision makers. Show the solution as if it already exists.

Look at top-level identification

Will it be a wordmark or a symbol? Will that symbol be abstract? Pictorial or based on a letterform? If it's a symbol, what kind of logotype will it need? When is the tagline used? If this is a redesign, think about ways to extend existing brand equity.

Brand architecture

Depending on the complexity of organization, this is the right time to design a logical and cohesive brand architecture for brand extensions and sub-brands. Think about how this architecture could anticipate future growth.

Color

You are examining the way that color will function—first looking at top-level elements, then proceeding to look at the whole integrated system. A family of colors needs to work across real and digital applications, and for global companies, the colors need to have positive associations in different cultures.

Typography

Most brands have one or more typeface families that are used consistently across platforms. Keep in mind that there will be licensing fees for certain choices. The typeface family is not necessarily the font used in the logotype. Some companies choose to design their own proprietary font.

Look and feel

Content, color, typography, iconography, and imagery are part of the brand's cohesive visual language. Michael Bierut, Pentagram partner, said it best: "You should be able to cover up the logo and still identify the company because the look and feel is so distinctive."

Visual assets

The visual assets that the brand needs should anticipate content strategy considerations. Determine the types of visuals that will help the company tell its stories. Will it be photography, illustration, video, abstract patterns? You are designing a unique visual language.

Presentation

Careful planning is essential to ensure success. Present each design approach as a unique strategy. Talk about meaning, not aesthetics. Think carefully about how many concepts to show. (Paul Rand would just show one.) Often, less is more. Show your solutions in real applications and next to the competition.

My best idea is always my first idea. It took me a few seconds to draw it, but it took me thirty-four years to learn how to draw it in a few seconds.

Paula Scher
Partner
Pentagram

A logo is a typographic portrait—the face of a business. I talk to clients at length, learning everything about who they are and what is important to them, and then translate it. A great logo appears effortless—and is, of course, anything but.

Louise Fili

A logotype or a symbol should express the fundamental essence of an organization or a product or a service—the visual manifestation of its nature, its aspirations, its culture, its reason for being.

Bart Crosby
President
Crosby Associates

Identity system design Phase 3

Symbol design

Reducing a complex idea to its visual essence requires skill, focus, patience, and unending discipline. Designers examine hundreds of ideas before focusing on a final choice. Even after a final idea emerges, testing its viability begins yet another round of exploration.

In some offices, numerous designers work on the same idea; in other offices, each designer develops a different idea or positioning strategy. Each preliminary approach can be a catalyst to a new approach. Since an identity needs to be a workhorse, it's important to look at trial applications early in the process. In redesign projects, designers examine the equity of the existing trademarks to understand their value and what they symbolize.

Getting a large, diverse group of people to agree on a single new global identity requires being a strategist, psychiatrist, diplomat, showman, and even a Svengali.

Paula Scher
Partner
Pentagram

Logotype design

A logotype is a word (or words) in a determined font, which may be standard, modified, or entirely redrawn. If it is freestanding, it is called a wordmark. When a logotype is juxtaposed with a symbol in a formal relationship, it is called a signature. The best signatures have specific isolation zones to protect their presence. A company may have numerous signatures: horizontal, vertical, with and without tagline.

The best logotypes are a result of thoughtful typographic exploration. Legibility at various scales and in a range of media is imperative. Each typographic decision is driven by visual and performance considerations, as well as by what the typography itself communicates.

Should the name be in all caps or caps and lowercase? Roman, italic, or bold? Classic or modern?

Exploration
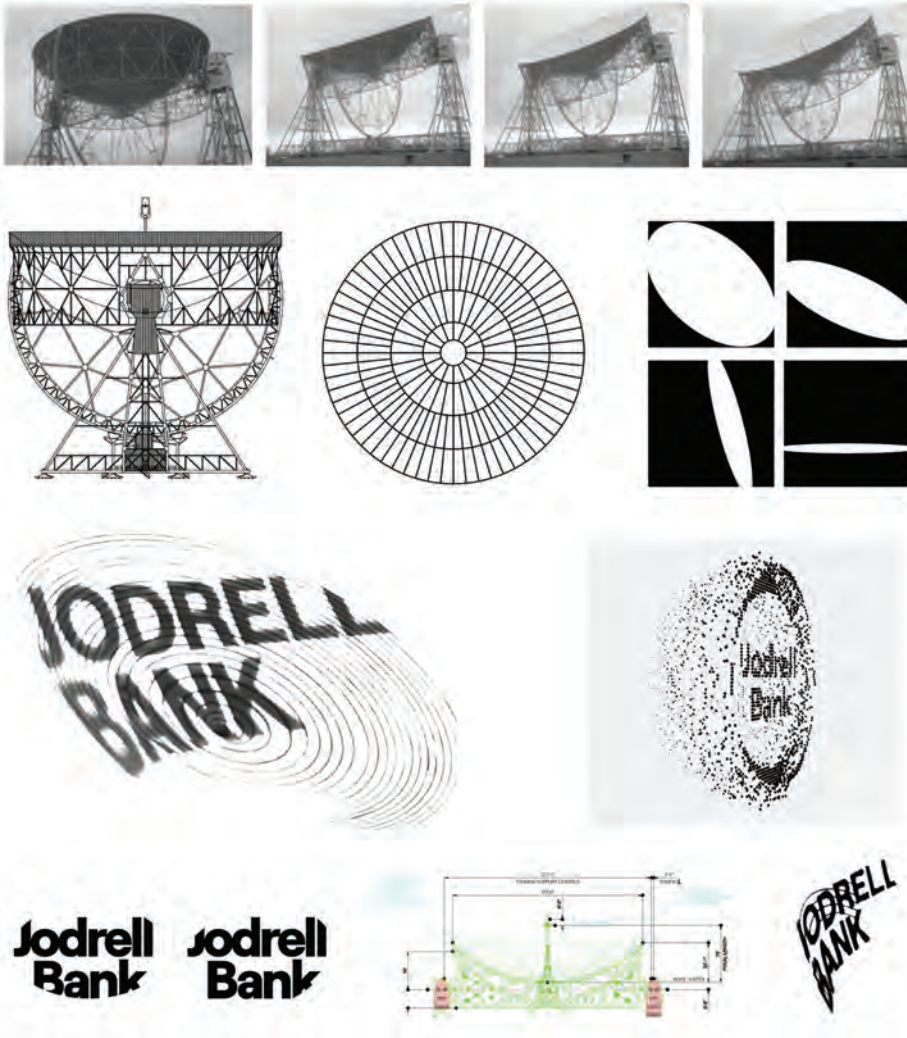
From the beginning, Johnson Banks knew that an idea inspired by the giant telescope of Jodrell Bank would be the ideal visual identity solution. The agency experimented with the geometry of the telescope, merging the dish with typography, until a final route was determined.

The final symbol infused the identity with a theme of circularity and rings. This theme was combined with bold and punchy, sixties-style typography—along with other building blocks like color and photograph—to complete the visual identity system.

Final identity system

Jodrell Bank: Johnson Banks

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Look and feel **Phase 3**

Look and feel is the visual language that makes a system immediately recognizable. It also expresses a point of view. This support system of color, imagery, typography, and composition is what makes an entire program cohesive and differentiated.

In the best programs, designers create an overall look that resonates in the mind of the customer and rises above the clutter of a visual environment. All elements of a visual language should be intentionally designed to advance the brand strategy, each doing its part and working together as a whole to unify and distinguish.

You should be able to cover up the logo and still identify the company because the look and feel is so distinctive.

Michael Bierut
Partner
Pentagram

Look is defined by color, scale, proportion, typography, and motion. Feel is experiential and emotional.

Abbott Miller
Partner
Pentagram

Look and feel basics

Design

Design is intelligence made visible. The marriage of design and content is the only marriage that lasts.

Color palettes

Systems may have two color palettes: primary and secondary. Business lines or products may have their own colors. A color palette may have a pastel range and a primary range.

Imagery

Within the category of content, style, focus, and color all need to be considered, whether the imagery is photography, illustration, or iconography.

Typography

Systems incorporate one or more typeface families. It is not unusual for a special typeface to be designed for a high-visibility brand.

Sensory

There are also material qualities (how something feels in your hand—texture and weight), interactive qualities (how something opens or moves), and auditory and olfactory qualities (how something sounds and smells, respectively).

AC Milan, one of the world's best-known professional football clubs, has an almost 120-year history. When DixonBaxi designed the new identity, they left the iconic, elliptical badge intact and built a bold, consistent, and instantly recognizable graphic language around it.

The rebrand allows this club that is over 100 years old to get behind a new focus and look at what the next century will mean to them.

Aporva Baxi

Cofounder +
Executive Creative Director
DixonBaxi

FOCUS ON THE PASSION.

FRAME THE MOMENTS THAT MATTER.

WE STRIVE WITH PASSION. THEY ARE ELEVEN WE ARE MILLIONS. WE CONQUER WITH COURAGE. #WETHE MANY

SHARING OUR STORY WITH FANS.

AC Milan: DixonBaxi

Color is used to evoke emotion and express personality. It stimulates brand association and accelerates differentiation. As consumers we depend on the familiarity of Coca-Cola red. We don't need to read the type on a Tiffany gift box to know where it was purchased. We see the color and a set of impressions comes to us.

In the sequence of visual perception, the brain reads color after it registers a shape and before it reads content. Choosing colors requires a core understanding of color theory, a clear vision of how the brand needs to be perceived and differentiated, and an ability to master coherence and meaning over a broad range of media.

While some colors are used to unify an identity, other colors may be used functionally to clarify brand architecture through differentiating products or business lines. Families of color are developed to support a broad range of communications needs.

Color creates emotion, triggers memory, and gives sensation.

Gael Towey
Creative Director
Gael Towey & Co.

Color is subjective and emotional. It is often the most volatile element of a project.

Sean Adams
The Designer's Dictionary of Color

For McDonald's sponsorship of the Green Bay Packers, Moroch Partners created a clever giveaway for fans that looks like McDonald's famous fries. Seven thousand pairs were handed out at Packers' home games. They've been featured on more than 3,000 blogs and have earned upwards of 34 million Twitter impressions.

Color brand identity basics

Use color to facilitate recognition and build brand equity.

Colors have different connotations in different cultures. Research.

Color is affected by various reproduction methods. Test.

The designer is the ultimate arbiter for setting color consistency across platforms. It's hard.

Ensuring consistency across applications is frequently a challenge.

Multiple studies have suggested that color has a significant impact on purchase decisions.

You can never know enough about color. Depend on your basic color theory knowledge: warm, cool; hue, value, saturation; complementary colors, contrasting colors.

Quality ensures that the brand identity asset is protected.

Testing the effectiveness of a color strategy

Is the color distinctive?

Is the color differentiated from competitors?

Is the color appropriate to the type of business?

Is the color aligned with brand strategy?

What do you want the color to communicate?

Will the color have sustainability?

What meaning have you assigned to the color?

Does the color have positive connotations in the target markets?

Does the color have positive or negative connotations in foreign markets?

Is the color reminiscent of any other product or service?

Will the color facilitate recognition and recall?

Did you consider a specially formulated color?

Can the color be legally protected?

Does the color work on white?

Can you reverse the mark out of black and still maintain the original intention?

What background colors are possible?

How does scale affect the color?

Can you achieve consistency across media?

Have you tested the color on a range of monitors, PC and Mac, and devices?

Are you aware that color reproduces differently on all production methods?

Have you examined the Pantone Matching System color on coated and uncoated stock?

Will this color work in signage?

What are the color equivalents on the web?

Have you tested the color in the environment in which it will be used?

Have you created the appropriate color electronic files?

Color systems

Will the color system be flexible enough to allow for a range of dynamic applications?

Does the color system support a consistent experience of the brand?

Does the color system support the brand architecture?

Is the color system distinctive versus competition?

Have you checked the system for contrast and color accessibility?

Have you examined the benefits and disadvantages of:

  Using color to differentiate products?

  Using color to identify business lines?

  Using color to help users navigate decisions?

  Using color to categorize information?

Can you reproduce these colors?

Have you developed both a web palette and a print palette?

Have you named your colors?

Have you created identity standards that make it easy to use the color system?

Mergers, acquisitions, redesign

Have you examined the historical use of color?

Is there equity that should be preserved?

Is the color aligned with the new brand strategy?

Is there a symbolic color that communicates the positive outcome of the merged entities?

Will developing a new color for the company send a new and immediate signal about the future?

Will retiring an existing color confuse existing customers?

Typography

Typography is a core building block of a brand's visual identity. Many brands are immediately recognizable by their distinctive and consistent typographic style. Typography should support brand strategy, convey personality, and facilitate information hierarchy.

Hundreds of thousands of fonts have been created by renowned type designers over the centuries, and new typefaces are created every day. Some identity firms routinely design proprietary fonts for clients. Selecting or creating the right fonts requires an understanding of how typography functions, which can differ dramatically across mediums, from packaging and print ads to websites and mobile apps. Typography should be flexible and easy to use, providing a wide range of expression. Clarity, legibility, and personality are paramount.

Typography is to literature as musical performance is to composition: an essential act of interpretation, full of endless opportunities for insight or obtuseness.

Robert Bringhurst
The Elements of Typographic Style

Great typography heightens and enriches our knowledge of things and redefines the way we read.

Eddie Opara
Partner
Pentagram

Launched in 2017, the IBM Plex® typeface family is rooted in the company's iconic logo (originally designed by Paul Rand in 1956). The font has replaced Helvetica as IBM's corporate typeface, gracing the company's software, websites, signage, and communications. On its website, IBM states that the Plex typeface is "just as important as our name or our logo."

IBM Plex: Mike Abbink,
Paul van der Laan,
Pieter van Rosmalen

Typeface family basics

Typefaces are chosen for their legibility, their unique character, and their range of weights and widths.

Intelligent typography supports information hierarchy.

Typeface families must be chosen to complement the signature, not necessarily to replicate the signature.

Basic standards sometimes allow special display faces for unique situations.

Understanding the licensing terms for any font used as part of a brand identity system is vital.

Licensing is legally required; limiting the number of fonts a company uses can reduce costs.

The number of typeface families in a system is a matter of choice. Many companies choose serif and sans serif faces; some companies choose one font for everything.

The best type designers examine a level of detail that includes numerals, bullets, contextual glyphs, and alternate character sets.

Many companies identify separate typefaces for internally produced documents and presentations created in Microsoft Word and PowerPoint, Google Docs and Slides, or similar software.

Certain industries have compliance requirements regarding type size for certain consumer products and communications.

Type objectives

Legible in print and on screen

Conveys meaning + personality

Works across all applications

Works in a range of sizes

Stands out from competition

Anatomy of Typography

Kerning · Bold · Type size · Sans serif · Leading · Light · Baseline · Ascender · Tracking · Italic · X height · Serif · Descender
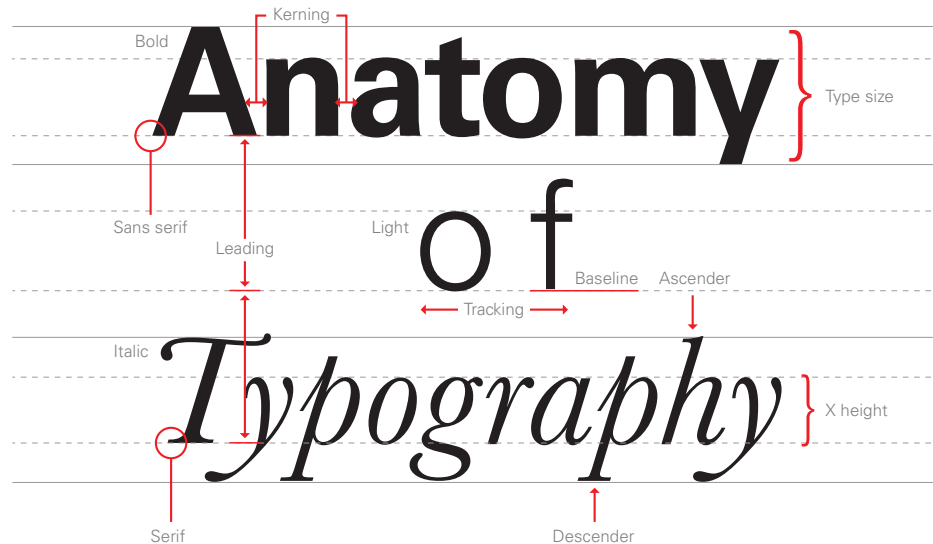
Type terminology and parameters

Typesetting parameters
Measure/line length (width of a paragraph), leading (distance between baselines), kerning (space between individual characters), tracking (spacing across a range of characters)

Character sets
Capitals, lowercase, numerals, punctuation, symbols, alternates

Weight
Light, regular, medium, bold, black

Width
Compressed, condensed, narrow, wide, extended

Stroke endings
Serif (including wedge, bracketed, flat/slab), sans serif, rounded

Intended size
Display (including signage, headlines, logotype), text (including paragraphs, captions, subheads), all-purpose

Other considerations
Contrast, ascender length, descender length, x-height

Iconography

Icons are symbols that represent people, places, things, and ideas in simplified forms. We encounter countless icons every day, likely without even realizing it. From restroom signs and dashboard lights to menu options in digital apps, icons are all around us, helping us navigate our world.

Unlike names, taglines, and marketing messages, icons can transcend language and cultural barriers. Well-designed icons communicate instantly. Branded icon systems take on the brand's look and feel, creating consistency throughout branded environments and digital experiences.

Icons are some of the most powerful tools we have to communicate across language and cultural barriers.

Sofya Polyakov
CEO + Cofounder
Noun Project

The design of the icons for Samsung Mobile's flagship smartphone, Samsung Galaxy, are inspired by the refined industrial design of the phone, creating one continuous product experience for the user. Eddie Opara and his team at Pentagram drew each icon in a single, expressive line with a break that splits the icon into two distinct halves, lending dimensionality and balance.

Samsung Galaxy: Pentagram

Icon design

Icon usage

Iconography is an important component of a brand's identity because icons act as wayfinding systems through branded experiences. By using consistent and distinctive iconography, a brand can create a great user experience, establish a strong visual identity, and create a sense of trust and familiarity with consumers.

Edward Boatman
CEO
Lingo

Use consistently sized artboards (e.g., 100 pixels by 100 pixels) with a small margin (e.g., two-to-five pixels) on all sides.

Use a consistent line weight and style.

Clearly depict the concept you're trying to communicate.

Make the icons simple and visually clean without any extra, unnecessary elements that detract from the message you're trying to convey.

Save designs in vector format to allow for easy resizing and editing.

Use icons to provide visual cues, represent ideas, or add visual interest.

Choose icons that are the same or similar in style and line weight to ensure a cohesive look and feel for your project.

Use icons in appropriate places—for example, as menu items, for wayfinding, or for indicating steps in a process or journey.

Icons should communicate something that's important to the experience you're creating. Don't use icons without any purpose.

Two techniques for designing icons

Iconic technique

This technique results in bold, simple, and static icons—distilling the objects or concepts the icons represent down to their most basic attributes. Using a tooth as a dentistry icon is an example of the iconic technique.

Narrative technique

These icons tell stories. They are snapshots of the action(s) related to what the icon represents. For example, a narrative-style icon for dentistry might depict a dentist leaning over a patient on a dental chair.

The NPMap Symbol Library is the US National Park Service's web map icon set. When adapting print map symbols for use on web maps, the National Park Service ensured the icons would work well at small sizes and render clearly on top of a wide range of base maps.

Sound Phase 3

Sound represents a powerful but often underappreciated opportunity for brands. With social media, every brand has its own TV station—a 24/7, dedicated video and audio communication channel. Podcasts have reinvigorated the audio-only format, and brands have taken notice.

Whether you are at VUE Bar in Shanghai or the shoe department at Nordstrom, sound puts you in the mood. Sound also sends a signal: "Hail to the Chief" announces the arrival of the president, and "dun-dun" announces the arrival of another "Law & Order" episode. Sound shapes perceptions and evokes emotion: Imagine *The Shining* with different music. Being put on hold might mean a little Bach cantata, a humorous sales pitch, or a short loop that's stuck in your head for hours after the call.

Logos should be heard as well as seen.

Geoff Lentin
New Business Manager
TH_NK

All brands are in the entertainment industry. Most of them just don't know it yet.

Gabriel I. Agüero
Cofounder
Drop Music Branding

Can you "hear" the static when you view this image of HBO's iconic intro graphic?

Home Box Office, Inc.

Branding sound

Sonic logos

Many logos have an audio counterpart—a sonic logo, audio logo, or sound signature. This short, distinctive sound or melody represents the brand and its personality.

Products

Harley-Davidson tried to trademark the distinctive purr of its motorcycle engine. When Miata designed the first hot sports car in the moderate price category, the sound of the motor was reminiscent of a classic upscale sports car.

Retail environments

From cafés, to supermarkets, to fashion boutiques, music is used to appeal to customers, put them in the mood to shop, and enhance the experience.

Jingles

Catchy messages set to music will stick in the mind of the consumer. Just ask Barry Manilow, the Multi-Platinum artist behind State Farm's "Like a good neighbor" jingle and "I am stuck on Band-Aid Brand, 'cause Band-Aid's stuck on me!"

Branded songs

Why stop at a jingle? Whether commissioned, like "I'd Like to Buy the World a Coke" or licensed, like "I Heard It Through the Grapevine" for raisins from California, a popular song can link a brand to mainstream culture.

What is audio architecture?

Audio architecture is the integration of music, voice, and sound to create experiences between companies and customers.

Muzak

Sound icons

Distinctive bleeps and bloops in a user interface can improve the user experience of digital products while adding to a brand's distinctiveness.

Call centers + recorded messages

Soothing hold music can keep customers on the line longer than recorded sales messages. Great museums are paying attention to the voices they choose for audio tours.

Multimedia presentations

Interactive displays and sales presentations become stronger with the integration of sound. Testimonials are given by real customers. Clips of company visionaries are shown to employees.

Brand mascots + characters

The Pillsbury Doughboy has a distinctive giggle and the AFLAC duck has a one-of-a-kind quack. Adding a voice or sound to a mascot can make it even more memorable.

Spokespersons

Whether it's a celebrity endorsement or the familiar voice of a small firm's receptionist, a consistent voice and personality can represent the brand and create a more personal connection.

The voice of AI

Amazon Alexa, Siri, and countless other synthesized voices speak to us through a combination of recorded voice talent and text-to-speech technology.

Fundamentals of sonic branding
"Sonic Branding Finds Its Voice," Kim Barnet

Sound needs to complement the existing brand.	Music can transcend cultures and language.
Sound can intensify the experience of a brand.	Aural and visual branding are becoming increasingly complementary.
Music can trigger an emotional response.	
Sound, especially music, heightens the brain's speed of recall.	Many businesses compose original music.
	Many audio effects are subliminal.

Other senses Phase 3

Even after defining visual and sound identities, brands have tapped into fewer than half of the senses available to them. Brands with physical products and environments can incorporate scent and touch into the experiences they create. For food and beverage brands, recognizable and memorable flavors represent a unique opportunity to build a strong brand.

By taking advantage of multiple senses, brands create rich, multisensory experiences that transcend the limitations of two-dimensional logos and television ads. After all, who could forget the feel of a handful of M&M's candies and the crunch of the candy shell—not to mention the taste?

The senses, being explorers of the world, open the way to knowledge.

Maria Montessori

I think the future is made of tactile objects, of real experiences. . . . That is one of the principal works that we need to accomplish as designers in the coming years.

Yves Béhar
Industrial Designer

Multinational food and beverage brands often create unique product versions tailored to flavor preferences around the world. For the Taiwanese market, PepsiCo created Lay's Strawberry Souffle.

Branding the other senses

Smell

Scent is uniquely tied to memory, and brands that want to be remembered have taken note. Hotels pump custom aromas into their lobbies. It's the scent—not the sight—of donuts at Krispy Kreme and perfumes at The Body Shop that make a first impression. From "vanilla musk" Play-Doh to peppermint office supplies, some companies are able to register trademarks for their scented goods and services.

Taste

Pickled fish-flavored Lay's potato chips in China? Purple yam-flavored Kit Kat bars in Japan? The companies behind these products know that localizing a brand can mean far more than updating a package or translating a tagline. While flavors are harder to legally protect than scents, they can still help brands differentiate from competitors and connect with consumers on an emotional level.

Touch

Studies indicate that temperature, weight, and other tactile characteristics impact our perceptions. Products in sturdy packages may be viewed as higher quality. Savvy retail store owners allow customers to touch and feel products, not just see them. And products can have distinctive textures, from leatherbound steering wheels to unique buttons on tech devices.

Olfactive branding company 12.29 created "Fireside Memories," an exclusive scent used at Christmastime by luxury department store Harrods. Not only did the scent fill an entire floor of the store, it was also sold in candles, perfumes, and tissue paper.

Harrods: 12.29

Trial applications Phase 3

It's important to choose a group of real applications to test the viability of concepts within a system. No mark should ever be shown on a blank piece of paper. Decision makers need to see the identity the way that a customer would see it. They need to see how it will take them into the future. Designers need to conduct rigorous testing before any concepts are shown and to demonstrate flexibility and durability.

A typical list of applications for a small engagement might include a business card, a home page, an advertisement, a brochure cover, a letterhead, and something fun, like a baseball cap. On larger projects, the designer needs to demonstrate the effectiveness of brand extensions and the ability of the identity to work across business lines and markets served.

The possibilities are endless.

David Bowie

To ensure the new Kia logo would work well on vehicles and 80 other physical and digital product applications, Blackspace created illustrative images of the logo in realistic applications.

Testing the concept

Choose the most visible applications.

Choose the most challenging applications.

Examine the flexibility of the identity.

Examine how to express coherence.

Does the signature work?

Is it differentiated enough from the competition?

Is it scalable?

Is it legible at a small scale?

Will it work in different media?

How will it work digitally?

Will it be conducive to brand extensions?

It works with the parent; will it work with the divisions?

Can it accommodate a tagline in the signature?

Will it work in other cultures?

Identity design testing basics

Use real scenarios and real text for application testing.

Continue asking the big questions in regard to appropriate meaning, sustainability, and flexibility.

Start thinking about the implications for the entire system of color and typeface families.

Always examine best- and worst-case scenarios.

Remember, this is an iterative process.

If something does not work, deal with it now. Go back to the beginning if necessary to examine the core concept. The signature might need to be reworked.

Date and assign a version number to the entire sketch process; be obsessive about organization of this phase.

Think ahead to production: How will this look on a small screen?

Solicit feedback from trusted colleagues—designers and non-designers—to reveal any connotations that may not be apparent.

Anticipate what you will need to present the design strategy; start envisioning the presentation.

Continue to actively think about the future: five or ten years out is sooner than you think.

Today, it's not just about designing the best logo, but making it functional through all applications while maintaining quality.

Luc Donckerwolke
Chief Creative Officer
Hyundai Motor Group

Kia Corporation: Blackspace

Presentation Phase 3

The first major design presentation is the decisive moment—the culmination of months of work. The expectations and stakes are high. Clients are usually impatient during the planning and analysis phase since they are so focused on the end goal. There is usually a sense of urgency around scheduling this meeting. Everyone is ready to hit the ground running, even when the implementation phase of the work is not imminent.

Careful planning is essential. The smartest and most creative solutions can get annihilated in a mismanaged presentation. The larger the group of decision makers, the more difficult the

meeting and the decision are to manage. Even presenting to one decision maker alone demands planning in advance.

The best presentations stay focused on the agenda, keep the meeting moving within the scheduled time, set out clear and reasonable expectations, and are based on a decision-making process that has been predetermined. The best presenters have practiced in advance. They are prepared to deal with any objections and can discuss the design solutions strategically, aligning them with the overall brand goals of the company. Larger projects routinely involve numerous levels of building consensus.

Do good work, above everything. But it's how you lead clients through the process that earns you their trust.

Armin Vit
Cofounder
UnderConsideration

Option 1: Connect
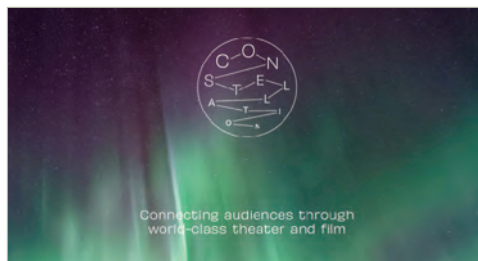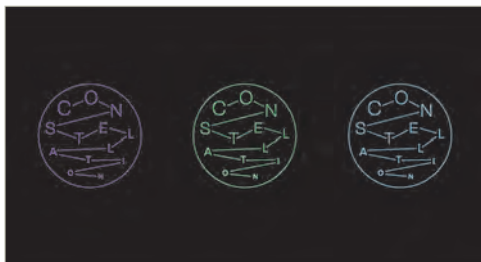
UnderConsideration presented six new logo concepts to Constellation Stage & Screen, the result of a merger between three local arts organizations in Bloomington, Indiana. For each concept, the agency shared inspiration, black-and-white and color logos, an exploration of how the logo would extend to sub-brands, and mockups of applications—from stationery and website to posters and apparel.

Constellation Stage & Screen:
UnderConsideration

Presentation basics

Agree in advance about the agenda and the decision-making process.

Clarify who will attend the meeting and the roles they will play. Individuals who have not participated in the early part of the project may derail the process.

Circulate the agenda in advance. Be sure to include the overall goals of the meeting.

Create an in-depth outline of your presentation and practice in advance.

Look at the room's physical layout in advance to decide where you want to present from and where you want others to sit.

Arrive well in advance to set up the room and be there to greet all the attendees.

If the company is going to provide any equipment for the meeting, test it in advance. Familiarize yourself with the lighting and temperature controls in the room.

Presentation strategies

Begin the meeting with a review of the decisions made to date, including overall goals, definition of target audience, and positioning statement.

Present each approach as a strategy with a unique positioning concept. Talk about meaning, not aesthetics. Each strategy should be presented within several actual contexts (homepage, business card, and so on), as well as juxtaposed with the competition.

Always have a point of view. When presenting numerous solutions, be ready to explain which one you would choose and why.

Be prepared to deal with objections: steer the conversation away from aesthetic criticism and toward functional and marketing criteria.

Never present anything that you do not believe in.

Never allow voting.

Be prepared to present next steps, including design development, trademarking, and application design.

Follow up the presentation with a memo outlining all decisions that were made.

Option 2: Shooting Star
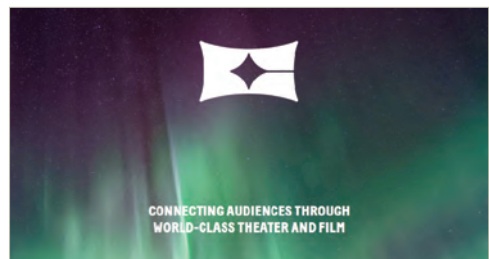
Creating touchpoints

Phase 4 is about design development, extension, and refinement. The brand identity design concept has been approved, and a sense of urgency generates a fusillade of questions: "How quickly can we update the website?" followed by, "How soon can we get an updated PowerPoint template?"

4: creating touchpoints

Improving the brand experience at every touchpoint is one way to build and solidify brand relationships.

David Aaker
Aaker on Branding

Now that the major decisions have been made, most companies want to hit the ground running. The challenge to the identity firm is to keep the momentum going while ensuring that critical details are finalized.

In Phase 3, hypothetical applications were designed in order to test the ideas and to help sell the core concepts. The highest priority now is to refine and finalize the elements of the identity and to create signatures. This work requires an obsessive attention to detail; the files created are permanent. Final testing of the signature(s) in a variety of sizes and media is critical. Decisions about typeface families, color palettes, and secondary visual elements are finalized during this phase.

While the design team is fine-tuning, the company is organizing the final list of applications that need to be designed and produced. Core applications are prioritized, and content is either provided or developed. The intellectual property firm begins the trademark process, confirming what needs to be registered and in which industry classes. The lawyers confirm that there are no conflicting marks.

A brand identity program encompasses a unique visual language that will express itself across all applications. Regardless of the medium, the applications need to work in harmony. The challenge is to design the right balance between flexibility of expression and consistency in communications.

Creative brief

The creative brief cannot be written until the brand brief is approved. Each member of the creative team must review the brand brief, the competitive audit, and the marketing audit.

The creative brief synthesizes what the creative team needs to know in order to do responsible work aligned with the overall objectives of the project. This brief must be signed off by key decision makers before any conceptual or creative work is done. The best briefs are a result of collaboration between the client and the consulting team. Creative work includes the range of brand identity from naming, logo redesign, key message development, brand architecture, and packaging design, to integrated system design.

Identity design is not about what one likes or dislikes. It's about what works.

Sagi Haviv
Partner
Chermayeff & Geismar & Haviv

Creative brief contents

Team goals

Communications goals of all brand identity elements

Critical application list

Functional and performance criteria

Mind map

SWOTs

Positioning

Protocols

Confidentiality statement

Documentation system

Benchmarks and presentation dates

Application design

Essentials

Convey the brand personality.

Align with positioning strategy.

Create a point of view and a look and feel.

Make the design system work across all media.

Demonstrate understanding of the target customer.

Pay attention to the details.

Differentiate. Differentiate. Differentiate.

Basics

Design is an iterative process between the big picture and minutiae.

Design real applications and the identity system simultaneously.

Ensure that all assumptions are achievable.

Be open to additional discovery as it gets more real.

Imperatives

Seize every opportunity to communicate the big idea.

Create a unified visual language.

Start thinking about launch strategy.

Create balance between consistency and flexibility.

Produce real applications before finalizing standards.

Work on the highest-visibility applications first.

Know when to identify outside experts for collaboration.

Keep track of numerous applications.

Never show any application without showing alignment with brand strategy.

Be obsessive about quality.

Gather notes during this phase for standards and guidelines.

Content strategy Phase 4

With an ever-expanding range of communications and marketing channels, content creation and distribution has become an imperative for big and small brands alike. Whether the content is original or user-generated, and whether it entertains, inspires, or educates, it strengthens the bond with your customers. Make it a priority; customers expect content that's fresh and engaging. Successful content marketing is authentic to your brand voice and drives meaningful business impact.

Content strategy is an art and science that requires a keen understanding of your customers and a desire to distinguish your brand from the competition. Research cited by Wharton professor Jonah Berger, author of *Contagious*, suggests content that has practical value or sparks strong emotions—positive or negative—is more likely to be shared.

The best content cuts through the noise, connects with customers, and drives the business—all while moving at the speed of culture.

Rob Goodman
Director of Content
Webflow

Goals

Drive brand awareness

Fuel sharing

Invite customer participation

Provoke curiosity

Add value; be useful

Build trust and loyalty

Spark a conversation

Make the customer the hero

Hit measurable business goals

Engage employees

Attract brand ambassadors

Designer and brand consultant Reagan "Frank" Mackrill creates content about branding, design, and marketing. He shares his content through platforms including Instagram, LinkedIn, YouTube, TikTok, a blog, and a podcast.

When it comes to content, my philosophy is "Create more than you consume."

Reagan Mackrill
Designer + brand consultant
G'day Frank

Options to consider

Blog posts
Interviews
Videos
Photos
Infographics
Illustrations
Event livestreams
Whitepapers
Memes
E-books
Ads
Animations
Microsites
Podcasts
Metaverse experiences
Newsletters
Social media posts

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Steps
Column Five

Review your business goals

Do a content audit

Review your tech stack

Document your goals

Identify your personas

Map your customer journey

Determine your measurement approach

Choose your channel mix

Create your content pipeline

Assign workflow + governance

Know your tools

Brainstorm campaigns

Build your editorial calendar

Content types

Original

Thought leadership, product explainers, educational material—this forms the foundation of your content marketing. Ideally both informative and entertaining, this is the content you generate and that communicates your brand DNA.

Curated

Offering carefully curated, relevant material can make your brand a valuable source of information. Aggregating the best content from multiple sources—and crediting the original creators—enhances your brand's credibility.

Evergreen

Customer testimonials, company histories, case studies, how-to's, and FAQs are evergreen—they don't expire or need frequent updating. Evergreen content is useful to customers; it is particularly SEO-friendly as it tends to generate high traffic.

Sponsored

Influencers and companies can be paid to create posts, interviews, videos, or other content on behalf of the brand. The content is usually republished—with appropriate crediting—on the sponsoring brand's website, blog, or social media.

Cross-promotional

For products and services that naturally complement each other, cross-promotional content creates a unique opportunity to collaborate and reach wider audiences, benefiting both brands.

User-generated

The ubiquity of social media and the ease of content creation has shifted the balance of power from brands to customers. From dance contests on TikTok to unboxing videos on YouTube, user-generated content (UGC) adds to a company's story from the viewpoint of people who know and love the brand.

Brands are investing aggressively in awareness, training, and governance to empower their employees to become brand ambassadors through content production, content sharing, and social media engagement.

Bernie Borges
CEO, Find and Convert
Producer, Social Business Engine

The customer appetite for video is insatiable... and it is the most effective way to atomize content marketing: if you have video, you have audio, text (transcript), and photos.

Jay Baer
President, Convince & Convert
Hug Your Haters

Users now expect personalized and hyper-relevant content delivered instantly to them wherever they are engaging.

Amanda Todorovich
Content Marketing Director
Cleveland Clinic

Six "STEPPS" to viral content
Jonah Berger, *Contagious*

Social currency: The better something makes people look, the more likely they are to share it.

Triggers: "Top of mind" means tip of tongue. The more people think about something, the more likely they are to talk about it.

Emotion: The more we care about something, the more likely we are to share it.

Public: The easier it is to see what others are doing, the more likely other people will imitate it.

Practical value: We share information to help others—news you can use.

Stories: Stories are vessels or carriers of information. They bring ideas and information along for the ride.

Website **Phase 4**

While some brands prioritize mobile apps or retail locations, websites typically top the brand necessity list. In this age of mobile-first and responsive design, websites can migrate to wherever the consumer is—on her tablet or phone, at the mall, on a hike, or lying in bed.

Engaging content and inviting interfaces have the potential to bring a brand to life. Websites just may be the next best thing to reality, and in some cases they are more efficient, more user friendly, and faster. Think retail.

The best websites know who their visitors are and give them a reason to come back again and again. Videos often populate websites with storytelling and testimonials.

A number of specialists work collaboratively to build a site, including graphic and user experience designers, information architects, developers, content authors, and project managers. Usability engineers and search engine experts have become a critical part of the team.

Everyone needs food, shelter, love, and a website.

Lissa Reidel
Consultant

We've crafted a product and brand that puts learners at the center.

Kate Beihl
CMO
GoGuardian
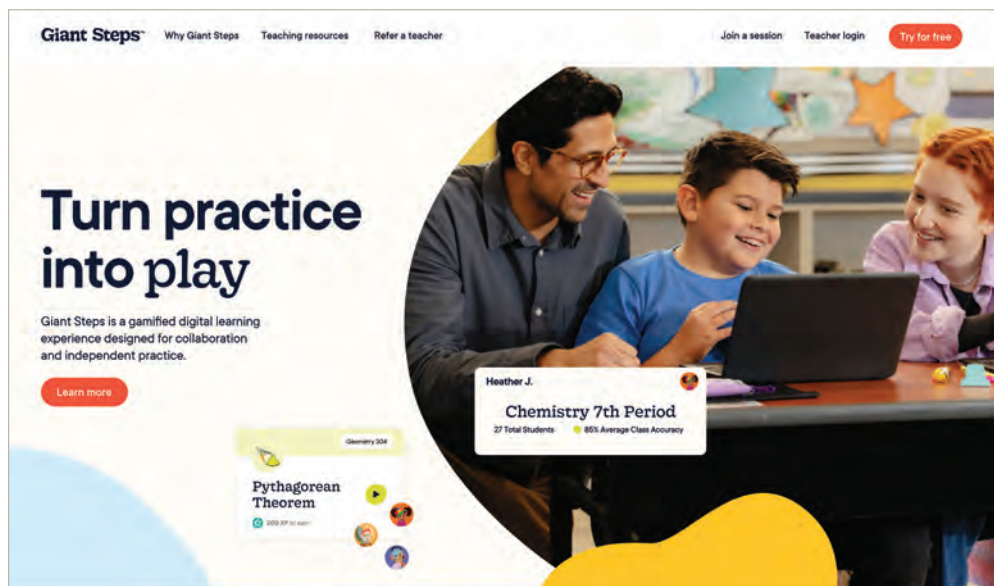
Process: Website design Gavin Cooper

▶ **Initiate plan**

Reaffirm business goals

Establish team, roles, and responsibilities

Review brand brief and positioning

Identify critical success factors

Develop workflow, timeline, and budget

Establish communications protocol

Conduct competitive audits and SEO analysis

Establish best practices

▶ **Understand the users**

Identify users and build user personas

Assess user goals

Gain insights from key users

Create site use scenarios

Consider the mobile experience

Consider social experience

▶ **Build content strategy**

Conduct keyword research

Clarify content management responsibilities

Forecast twelve-month content rollout

Develop SEO content strategy

Evaluate possible social media outlets

Develop information architecture

Map content to approved navigation

▶ **Create prototypes**

Decide on information architecture

Examine interface possibilities

Build site wireframe

Conduct usability testing

Refine prototype based on usability results

Retest to measure improvement

Map content to wireframe

Start to outline development plan

Website basics

Keep site goals, audience needs, key messages, and brand personality central to each decision.

Anticipate future growth. Consider all platforms and devices.

Begin site structure with content, not a screen design. Write content specifically for the web.

Do not force content into counterintuitive groupings.

Conduct usability testing.

Don't wait to make it perfect. Get it out there and iterate. Give users a reason to return.

Observe etiquette. Alert visitors where special technology is needed, where a screen may load slowly, or where a link leaves your site.

Ensure accessibility through color contrast, alt text, captions, and clear labels. Check for up-to-date guidelines, tools, and resources.

At each stage ask: Is the message clear? Is the content accessible? Is the experience positive?

Confront internal political agendas that may sabotage site goals.

It was a pleasure to roll up our sleeves and help create a dynamic and impactful new digital learning experience for today's K–12 students. We're thrilled to see the warm reaction from educators and students alike who are already off to the races with Giant Steps.

Katie Hilgemann
Executive Director
Instrument
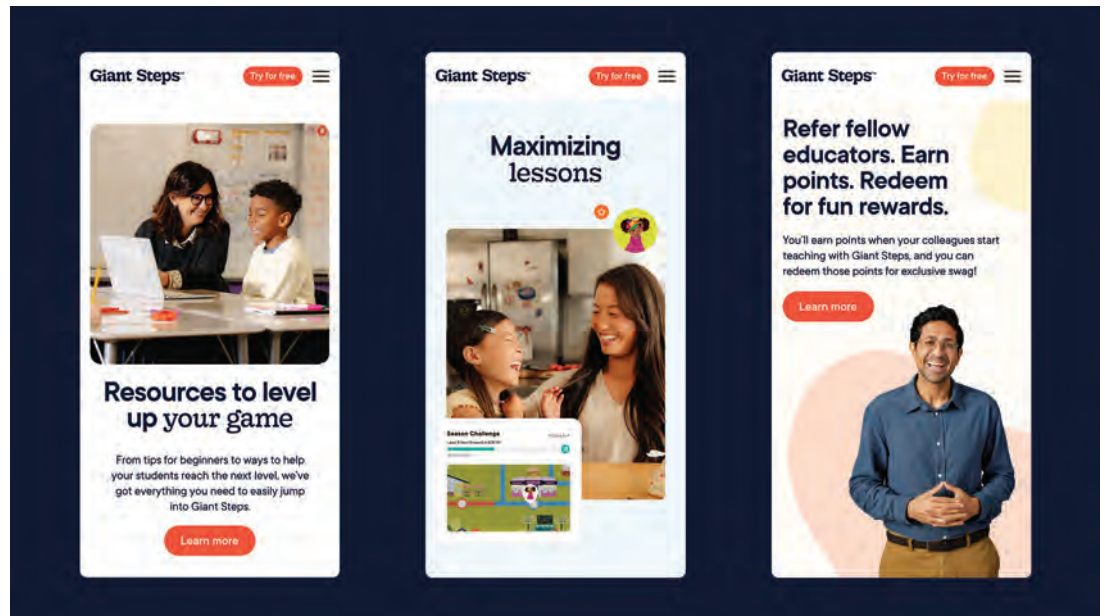
GoGuardian: Instrument

▶ Visualize

Review brand brief and design guidelines

Design master pages

Design social media pages

Consider all relevant devices

Utilize usability design principals

Produce all text, photography, and video

Refine and finalize design for consistency

Optimize content for search engines

▶ Production

Confirm development plan

Code the front end

Implement CMS

Implement on-page SEO

Populate site with content

Implement website reporting structure

Launch beta for key decision makers

Test design and functionality among browsers and devices

Make adjustments as necessary

▶ Launch + monitor

Promote site launch internally

Promote site launch externally

Disseminate user-friendly guidelines

Launch website

Implement analytics assessment

Communicate successes and impact

Collateral Phase 4

The best collateral communicates the right information at the right time with a customer or prospect. A unified system will increase brand recognition. By making information accessible, a company demonstrates its understanding of customer's needs and preferences.

Brand is more than a logo or a tagline; it is a strategic endeavor.

Michelle Bonterre
Chief Brand Officer
Dale Carnegie

Collateral system basics

Information should be easy for customers to understand and should help them make buying decisions.

System guidelines should be easy for managers, design professionals, and advertising agencies to understand.

Systems should include flexible elements but not waver on clear, absolute standards.

Great design is effective only if it can be reproduced at the highest quality.

The best collateral is well written and presents appropriate amounts of information.

Systems should include a consistent call to action, URL, and contact information.

Process: Collateral design

▶ Revisit the big picture

Clarify objectives

Examine positioning goals

Examine competitive and internal audits

Identify functional needs, usage, distribution and production methods

Identify challenges

▶ Design a cover system

Define grid for signature, content, and visuals

Examine:

   Signature in primary place

   Split signature

   Signature not used on cover

   Signature used on back only

   Product name in primary position

▶ Determine typographic system

One or more typeface families

Title typeface

Cover descriptor typeface

Header typeface

Subhead typeface

Text typeface

Caption typeface

▶ Determine visuals

Define style qualities

Photography

Illustration

Design elements

Collage

Typographic

Abstract

Identity derivative

▶ Design color family

Define set of approved colors

Evaluate production methods to align color across media

Dale Carnegie: Carbone Smolan Agency

Our brand team was made up of franchisees that represented different regions from around the world. We worked hard to suspend our personal preferences, and to focus on the core brand principles that were shared by diverse perspectives.

Michelle Bonterre
Chief Brand Officer
Dale Carnegie

After doing a proof-of-concept on the visual approach to the collateral system, we decided to embrace a photo style that reflected the idea of transformation. The images are bold, emotionally open, and vibrant—and all about people.

Justin Peters
Executive Creative Director
Carbone Smolan Agency

▶ **Choose standard formats**

US sizes

International sizes

Consider postage

Consider electronic delivery

▶ **Specify paper**

Examine functionality, opacity, and feel

Examine price points

Decide on family of papers

Have dummies made

Feel the paper

Consider weight

Consider recycled

▶ **Develop prototypes**

Use real copy

Edit language as needed

Demonstrate flexibility and consistency of system

Decide on signature configurations

▶ **Develop guidelines**

Articulate goals and value of consistency

Create grids and templates

Explain system with real examples

Monitor execution

Stationery Phase 4

Doing business in a digital world still requires paper. Although we can text our contact information in a nanosecond, business cards are still a rite of passage used around the world to network. Even though we invoice via PayPal and write voluminous emails, letterhead still confers more professionalism and dignity.

Even to a pinging generation, a personal note via snail mail is usually met with delight. In a world filled with electronic communications, the way a business card feels sends a signal of quality and success. The future of business cards may include new materials, textures, and printing technologies—even biometric data.

A good business card is like a kickass tie; it won't make you a better person, but it'll get you some respect.

Sean Adams
Founder
Burning Settlers Cabin

Presenting a business card offers the opportunity to create a personal experience—a moment in time to delight someone with your brand.

Jon Bjornson

When rebranding GoalQuest Advisors, a boutique financial planning firm, Jon Bjornson modified the company's name and URL, developed the tagline "speaking truth to wealth," and created a monogram-based signature.

Process: Stationery design

▶ **Clarify use + users**	▶ **Determine need**	▶ **Revisit positioning**	▶ **Finalize content**	▶ **Develop design**
Business cards	Print and/or digital	Internal audit	Critical information	Use real content
Letterheads	Corporate	Competitive audit	Address	Examine whole system
Memos	Divisional	Brand architecture	Phone and email	Know your country sizes
Invoices	Personal	Logo, color, and typeface	Web	Consider the back
Forms	Quantities		Tagline	Examine iterations:
Envelopes	Frequency		Regulatory info	Best-case scenario
Labels			Professional affiliation	Worst-case scenario
			Unify abbreviations	

GoalQuest Advisors: Jon Bjornson

Stationery design basics

Think of a business card as a marketing tool.

Make it easy to retrieve information.

Minimize the amount of information.

Use the back for a marketing message.

Convey quality through the look, feel, and weight.

Make sure that all abbreviations are consistent.

Make sure that the titles are consistent.

Make sure that the typographic use of upper- and lowercase is consistent.

Develop system formats.

▶ **Specify paper**

Surface
Weight
Color
Quality
Recycled
Budget

▶ **Choose production**

Offset printing
Digital printing
Engraving
Foil stamping
Embossing
Letterpress
Watermark

▶ **Manage production**

Proofread for accuracy and consistency
Develop digital templates
Review proofs
Print limited run if quantity is huge

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Product design Phase 4

A physical product is a major component of brand identity for many brands. The best products fuse superior function, form, and brand. Think OXO, iPhone, Google, Dyson. Today, products are also judged by their sustainability: Do I really need this? Will this product end up in a landfill? Is the company Earth friendly and socially responsible?

Behind every product innovation is a cross-functional team of experts—researchers, designers, human factors specialists, and engineers—who work with brand teams to satisfy unmet needs, build customer loyalty, and perpetuate the brand promise. A consistent design language—including form factors, colors, materials, and finish—helps establish recognizable identity across products.

Utility that surprises and delights will be rewarded with love and loyalty.

Bill Horan
Creative Director, Interaction Design
Bresslergroup

Fellow produces high-end coffee brewing equipment and accessories. Their products are designed with coffee brewing process in mind, incorporating features such as precise temperature control and consistent water distribution to ensure the highest quality coffee. Their products feature iconic shapes and a limited color palette of mostly matte black, making their product line visually striking and elegant.

Fellow: Julian Bagirov

Product design process Bresslergroup

▶ **Generative research**

Clarify product brand strategy

Conduct competitive analysis

Absorb client and secondary research

Identify information gaps

Research new insights

Analyze ergonomic and usability issues

Survey market trends

Search for any IP landmines

Perform feasibility study

▶ **Product definition/ planning**

Assemble cross-functional development team

Develop user profiles

Define key features and differentiators

Clarify brand position

Refine formal product spec

Build consensus with team

▶ **Ideation**

Conduct multitier brainstorming

Explore configuration options

Explore 2D and 3D concepts

Build models to prove concepts

Refine concepts for team review

Narrow range of concepts and refine

Create testing presentation

▶ **Evaluative research**

Develop research methodology

Recruit participants

Conduct customer concept testing

Analyze data

Develop recommendations for refinement

▶ **Concept refinement**

Synthesize customer feedback

Refine specification

Flesh out aesthetic and feature details

Create user interaction logic

Engineer component resolution

Detail form and touchpoints

Refine product info and graphic system

Review 2D and 3D touchpoints

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Why a product design language matters
Enlisted Design

You know the product is right when it creates an emotional connection between a human and an inanimate object.

Beau Oyler
CEO + Executive Creative Director
Enlisted

Brand recognition

A consistent design language across all products helps to establish a strong brand identity and increases brand recognition. Customers can easily identify products belonging to a particular brand based on the design elements used.

Consistency

A consistent design language helps to create a consistent user experience across all products, which can improve customer satisfaction and trust in the brand.

Clarity

A well-defined design language can make products easier to understand and use, reducing confusion and frustration for customers.

Efficiency

A design language can help to streamline the product design process, making it more efficient and cost-effective. Companies can reuse design elements and components, reducing the need to start from scratch with every new product.

Differentiation

A unique and well-crafted design language can help a brand differentiate its products from their competitors, making it stand out in a crowded marketplace.

Teenage Engineering is a Swedish company that produces electronic musical instruments, synthesizers, and accessories. Their product designs often feature bright colors, bold patterns, and geometric shapes driven by bold grid layouts. This playful yet controlled approach to design invites users to experiment and have fun with music-making.

▶ Engineering development

Develop breadboards
Create manufacturing strategy
Build detailed parts list
Develop assembly design tasks
Analyze high-risk features and interfaces
Engineer for sustainability and cost optimization
Render mechanical, electrical, UI design in CAD
Fabricate prototypes
Conduct performance testing and customer validation

▶ Evaluative research

Validate product design
Examine customer experience
Evaluate aesthetics, usability, functionality
Perform engineering analysis
Ensure standards compliance
Review production strategy with manufacturers
Analyze results of testing
Create list of final changes

▶ Production implementation

Finalize production estimates
Complete mass production details
Fabricate final prototypes
Codify design improvements
Perform engineering tolerance study
Finalize engineering documentation for tooling and production
Finalize tooling and production plan

▶ Production support

Coordinate tooling fabrication
Do formal review of first production parts
Achieve final approval
Provide final production design changes
Assist with final compliance testing

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Packaging Phase 4

As of 2020, the average US supermarket had over 39,000 products on its shelf. Why shoppers pick one product over another often comes down to one key factor: packaging. The shelf is the battleground, and the keys to victory are attention, communication, and differentiation.

Packaging is often our first introduction to a brand. With mere seconds to make a good first impression, the package must stand out, be memorable, and prioritize a product's most important and compelling messages. What is the product's main benefit? What makes it unique? What should people remember?

Beyond looking good and conveying the right information, packaging must be functional and reproducible, often requiring the expertise of industrial designers, packaging engineers, and manufacturers. In the food and pharmaceutical industries, packaging must also conform to government regulations.

Packaging, the only brand medium experienced 100 percent by consumers, provides a higher ROI than any other branding strategy.

Rob Wallace
Brand Advocate
Best of Breed Brand Consortium

First I bought it because it looked cool. Later I bought it because it tasted good.

Michael Grillo
Age 14

Packaging is the most potent blend of brand story with customer behavior.

Brian Collins
Cofounder
COLLINS

For our branding for United Sodas of America, we embraced the design principles of vibrancy, minimalism, personality, and functionality. Our packaging system strips everything away and celebrates soda in all its colorful glory.

Alex Center
Founder/Creative Director
CENTER

United Sodas of America:
CENTER

Process: Packaging design

▶ Clarify goals + positioning

Establish goals and define problem

Brand equity

Competition

Existing brands in product line

Price point

Target customer

Product benefit

▶ Conduct audits + identify expert team

Competitive (category)

Retail (point of sale)

Online

Brand (internal, existing product line)

Packaging designer

Packaging engineer

Packaging manufacturers

Industrial designers

Regulatory legal department

▶ Conduct research as needed

Understand brand equity

Determine brand standards

Examine brand architecture

Clarify target customer

Confirm need for product—does product benefit resonate?

Confirm language—how should benefit be expressed?

▶ Research legal requirements

Brand and corporate standards

Product-specific

Net weight

Drug facts

Nutrition facts

Ingredients

Warnings

Claims

▶ Research functional criteria

Product stability

Tamper or theft resistance

Shelf footprint

Durability

Usage

Packability

Fillability

Packaging basics

The shelf is the most competitive marketing environment in existence.

Good design sells. It's a competitive advantage.

Positioning relative to the competition and to the other members of the product line is critical for developing a strong packaging strategy.

A disciplined, coherent approach in planning leads to a unified, powerful brand presence in the marketplace.

Structure and graphics can be developed concurrently. It is a chicken-and-egg debate. Approach each agnostically and mutually.

Brand extensions are always a strategic tug-of-war between differentiation and coherence within a product line.

Consider the entire lifecycle of the package and its relationship to the product: source, print, assemble, pack, preserve, ship, display, purchase, use, and recycle/dispose.

Devise timetables involving packaging approval and production, sales force meetings, product sell-in to stores, manufacturing, and distribution.

Developing a new structure takes a long time and is very expensive, but can offer a unique competitive advantage.

▶ Determine printing specifications

Method: flexo, litho, roto

Application: direct, label, shrink-wrap label

Other: number of colors, divinyl, UPC code, minimums for knockouts

▶ Determine structural design

Design new structure or use stock?

Choose forms (e.g., carton, bottle, can, tube, jar, tin, blister packs)

Choose possible materials, substrates, or finishes

Source stock and get samples

▶ Finalize copy + content

Product name

Benefit copy

Ingredients

Nutrition facts/drug facts

Net contents

Claims

Warnings

Distributed by

Manufactured in

UPC code

▶ Design + prototype

Start with face panels (2D renderings)

Get prototypes made

Narrow option(s)

Design rest of package

Simulate reality: use actual structure/substrate with contents

▶ Evaluate solution + manage production

In a retail/competitive environment and online

As a member of the product line

Consumer testing

Finalize files

Oversee production

Advertising Phase 4

At the turn of the twentieth century, French painter Henri de Toulouse-Lautrec created lithographs promising a glamorous nightlife experience at the Moulin Rouge. These commercial posters were instant collectibles and are recognized as some of the artist's greatest works.

Today, advertising has spread from the public square to programmatic, social, and other emergent media. Across an ever-expanding menu of media tactics, advertising remains an opportunity to not only communicate a product's benefits but to create emotional connection.

The public is increasingly savvy and cynical about advertising. Still, many of us willingly share our data with social media companies in exchange for more relevant ads. And, despite the decline of live TV advertising, we tune in to the Super Bowl with high hopes for the commercials—not just the football.

Modern advertising is part art, part science. Campaign objectives must be clarified. Is the goal to generate awareness? Impart information? Spark desire? Motivate action? Successful ads, typically produced by teams of professionals who contribute research, strategy, creative direction, and sophisticated production, are based on an understanding of the target audience and their needs.

Brands should stop interrupting what people are interested in and become what they are interested in.

David Beebe
VP, Global Creative + Content Marketing
Marriot International

Skip Ad ▶|

Many a small thing has been made large by the right kind of advertising.

Mark Twain

Through the experiences of real girls, Dove created a campaign that shined a light on the pressures of social media and its impact on children's self-esteem and body image. "Reverse Selfie" follows the true story of Grace and the editing apps she uses to achieve the "ideal" selfie.

Dove: Ogilvy

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Most people ignore advertising because most advertising ignores people.

Bob Levenson
Doyle Dane Bernbach

PARK DISTANCE CONTROL

PARKING ASSISTANT

ADAPTIVE LED HEADLIGHTS
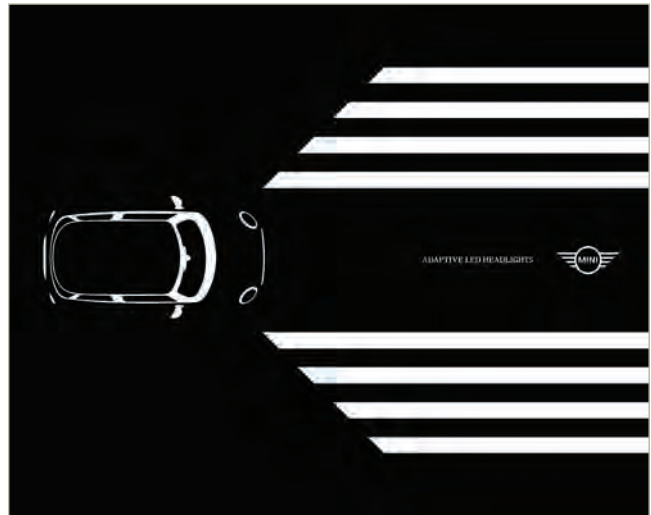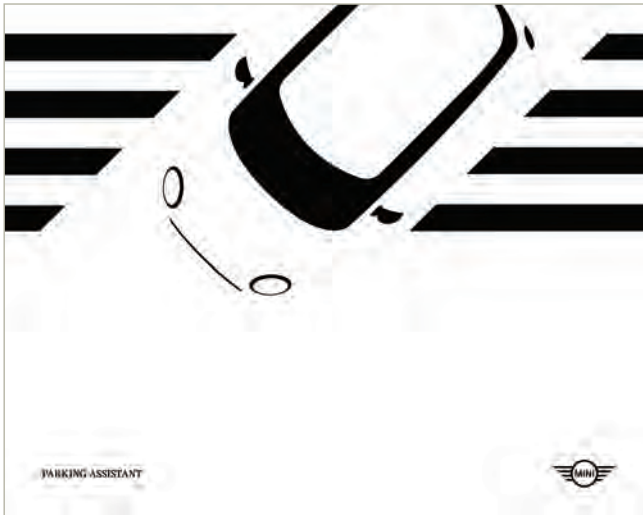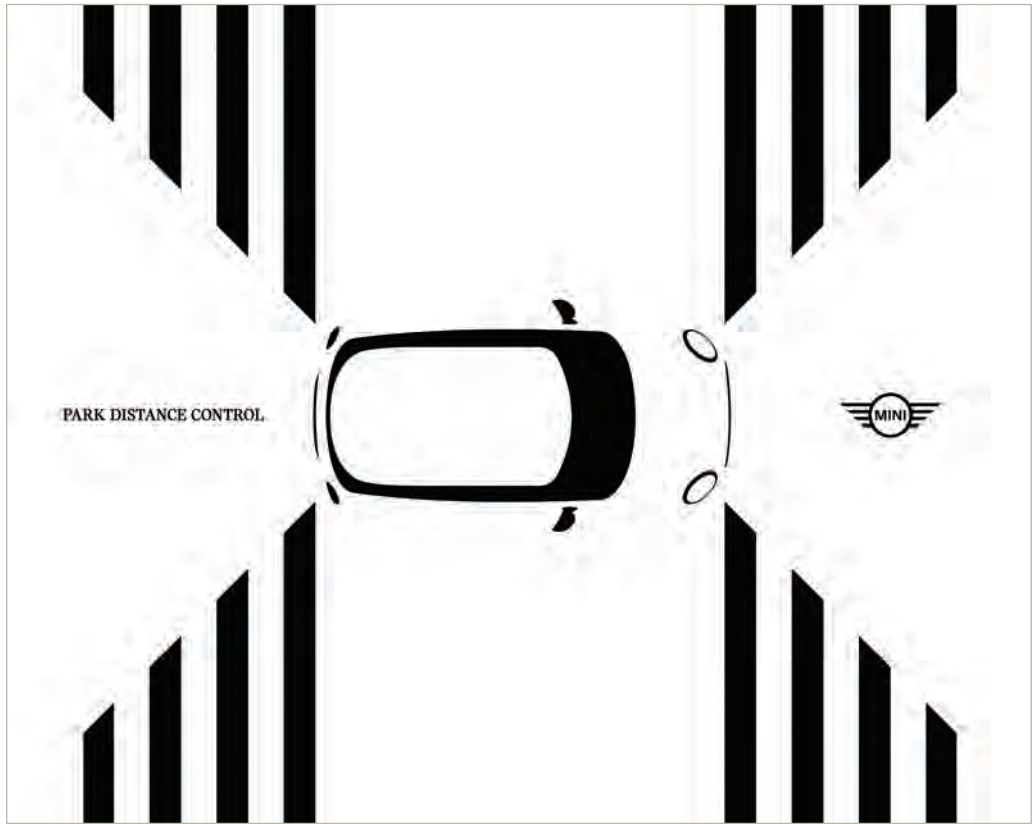
MINI: Serviceplan Group

Branded environments Phase 4

It's not unusual for the design and ambience of a restaurant to be a greater attraction than the culinary art, or for a financial services company to open a hip café to serve up good coffee and financial advice. Fabergé, the goldsmith known for the splendid jeweled eggs for the czar, was one of the first global entrepreneurs to understand that a well-conceived showroom appeals to customers and increases sales.

Exterior architecture represents yet another opportunity to stimulate immediate recognition and attract customers. In the 1950s, an orange tile roof in the distance sent an immediate and welcoming signal that there was a Howard Johnson's restaurant ahead. At the opposite end of the cultural spectrum, the architecture of the Guggenheim Museum in Bilbao, Spain, is the brand and a powerful magnet that draws millions of visitors.

Architects, space designers, graphic designers, industrial designers, lighting experts, structural and mechanical engineers, general contractors, and subcontractors collaborate with client development teams to create unique branded environments and compelling experiences. Color, texture, scale, light, sound, movement, comfort, smell, and accessible information work together to express the brand.

Understanding how people experience the places where they work, learn, heal, and discover advances an organization's mission.

Alan Jacobson
President
Exit Design

In this age of sensationalism and multichannel media constantly vying for our attention, we remain starved for meaningful, lasting "wow!" experiences.

Hilary Jay
Entrepreneur + Journalist

Robata is an izakaya-style restaurant in central Melbourne. The name is a common abbreviation of "robatayaki," a Japanese charcoal-grilling technique that translates literally to "fireside cooking." The environment, which captures the bustling energy of Japanese izakaya-style eateries, is relaxed and informal, infused with the glow and aroma of a charcoal grill.

Branded environment imperatives

Understand the needs, preferences, habits, and aspirations of the target audience.

Create a unique experience that is aligned with brand positioning.

Experience and study the competition, and learn from their successes and failures.

Create an experience and environment that makes it easy for customers to buy and inspires them to come back again and again.

Align the quality and speed of service with the experience of the environment.

Create an environment that helps the sales force sell and makes it easy to complete a transaction.

Consider the dimensions of space: visual, auditory, olfactory, tactile, and thermal.

Understand the psychological effect of light and lighting sources, and consider energy efficiency whenever possible.

Consider all operational needs so that the client can deliver on the brand promise.

Understand traffic flow, the volume of business, and economic considerations.

Align merchandising strategies with displays, advertising, and sales strategies.

Design a space that is sustainable, durable, and easy to maintain and clean.

Consider the needs of disabled customers.

Inspired by the neon glow of Tokyo's nightscapes, Robata's interior experience is futuristic and cinematic, with a dramatic lightbox installation that transports patrons to the streets of a Japanese super-city.

Dominic Hofstede
Creative Director
Mucho

Robata: Mucho

Signage and wayfinding Phase 4

From city streets and skylines, through muse-
ums and airports, signage functions as
identification, information, and advertising.
Effective retail signage increases revenues, and
intelligent wayfinding systems support and
enhance the experience of a destination.

In the eighteenth century, laws required inn-
keepers to have their signs high enough to clear
an armored man on horseback. In the twenty-
first century, cities and towns around the world
routinely revise sign codes to create environ-
ments that support the image that a community
wants to portray and to regulate standards to
protect public safety.

Signage helps people identify, navigate, and understand environments.

Alan Jacobson
Principal
Exit Design

The shared use path on the
Governor Mario M. Cuomo Bridge
spans the Hudson River in New
York and has become a popular
public amenity. Exit and J2
designed the brand identity and
wayfinding system, including the
path's signature blue surface,
which matches the color of the
New York State brand identity.

Governor Mario M. Cuomo Bridge:
Exit Design + J2

Process: Signage design

Establish goals

Determine project scope

Understand audience needs and
habits

Clarify positioning

Clarify function

Develop time frame and budget

Build project team

Client facilities manager

Information design firm

Fabricator

Architect or space designer

Lighting consultant

Conduct research

Site audit: environment

Site audit: building type

User habits and patterns

Local codes and zoning

Consideration for disabled people

Weather and traffic conditions

Materials and finishes

Fabrication processes

Establish project criteria

Legibility

Placement

Visibility

Sustainability

Safety

Maintenance

Security

Modularity

Signage basics

Signage expresses the brand and builds on understanding the needs and habits of users in the environment.

Legibility, visibility, durability, and positioning must drive the design process. Distance, speed, light, color, and contrast affect legibility.

Signage is a mass communications medium, working 24/7 to attract new customers, influence purchasing decisions, and increase sales.

Exterior signage must consider both vehicular and pedestrian traffic.

Every community, industrial park, and shopping mall develops its own signage code; there are no universal codes.

Signage codes affect material, illumination (electrical), and structural choices; zoning or land use issues affect placement and size of signage.

Zoning constraints need to be understood prior to design development.

Permit and variance applications should include the benefit to the land-use planning scheme.

Signage requires a long-term commitment, and maintenance plans and contracts are critical to protecting the investment.

Developing prototypes minimizes risk by testing design prior to fabrication.

Signage should always complement the overall architecture and land use of a site.

Signage standards manuals include various configurations, materials, supplier selections, and production, installation, and maintenance details.
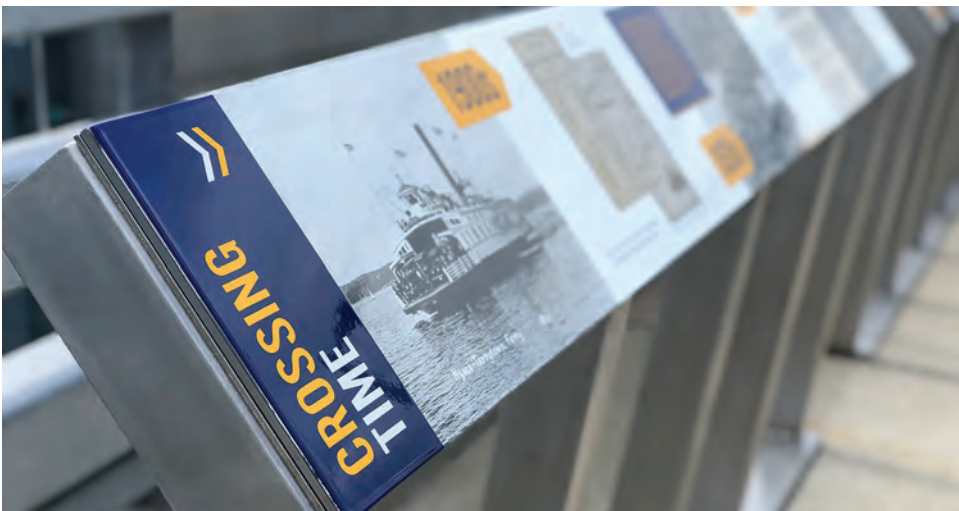
▶ **Begin design schematic**

Brand identity system
Color, scale, format
Typography
Lighting
Materials and finishes
Fabrication techniques
Mounting and hardware
Placement

▶ **Develop design**

Begin variance process
Prepare prototypes or models
Finalize content
Create drawings or renderings
Choose materials and color samples

Complete documentation

Complete working drawings
Construction, mounting, and elevation details
Final specifications
Placement plans
Bid documents
Permit applications

Manage fabrication + maintenance

Check shop drawings
Inspect work
Manage fabrication
Manage installation
Develop maintenance plan

Vehicles Phase 4

Building brand awareness on the road is easier than ever. Vehicles are a new, large, moving canvas on which almost any type of communication is possible. Whether on an urban thruway at rush hour or a remote country road at sunset, the goal remains the same: make the brand immediately recognizable.

From trains, to planes, to large vans and small delivery trucks, vehicles are omnipresent. Vehicle graphics are experienced from ground level; from other vehicles, such as cars and buses; and from the windows of buildings.

Designers need to consider scale, legibility, distance, surface color, and the effects of movement, speed, and light. Designers also need to consider the life of the vehicle, the durability of the signage medium, and safety requirements and regulations that may vary by region.

Many vehicles carry other messages, from taglines and phone numbers to graphic elements and vehicle identification numbers. Simplicity should rule the road.

Vehicle types

Buses
Airplanes
Trains
Ferries
Subways
Container trucks
Delivery trucks
Helicopters
Motorcycles
Bicycles
Jitneys
Hot-air balloons
Blimps
Drones

Get your motor runnin'.

Steppenwolf

Just Eat: Venturethree

Process: Vehicle branding

▶ **Plan**

Audit vehicle types
Revisit positioning
Research fabrication methods
Research installers
Receive technical specifications
Get vehicle drawings

▶ **Design**

Choose base color for vehicle
Design placement of signature
Determine other messages:
    Phone number or domain
    Vehicle ID number
    Tagline
Explore other graphic elements

▶ **Decide**

Decal and wrap
Vinyl
Magnetic
Hand-painted

Just Eat is an online food order and delivery service. As an intermediary between independent take-out food outlets and customers, it has recruited over 64,000 restaurants in thirteen markets.

We have new focus and momentum to take the business forward. The rebrand is part of a strategy to demand clear market leadership to drive sustainable profitability.

David Buttress
Chief Executive
Just Eat PLC

▶ **Examine**

Impact on insurance rates

Life of vehicle

Life of sign type

Cost and time

Safety or other regulations

▶ **Implement**

Create files done to spec

Prepare documentation for installer

Examine output

Test colors

Manage installation

Uniforms Phase 4

Clothing communicates. From the friendly orange apron at Home Depot to a UPS delivery person in brown, a visible and distinctive uniform simplifies customer transactions. A uniform can also signal authority and identification. From the airline captain to the security guard, uniforms make customers more at ease. Finding a waiter in a restaurant may be as simple as finding the person with the black T-shirt and the white pants. On the playing field, professional teams require uniforms that will not only distinguish them from their competitors,

but also look good on television. A lab coat is required in a laboratory, as are scrubs in an operating room, and both are subject to regulations and compliance standards.

The best uniforms engender pride and are appropriate to the workplace and environment. Designers carefully consider performance criteria, such as durability and mobility. The way an employee is dressed affects the way that the individual and her organization are perceived.

It was essential for our uniforms, just like our new aircraft livery, to stand out at the world's busiest airports.

Raelene Gibson
Manager Cabin Crew and Service Delivery
Fiji Airways

Designed by Alexandra Poenaru-Philp, the Fiji Airways uniforms prominently feature three distinct masi motifs created by celebrated Fijian masi artist Makereta Matemosi. The Qalitoka symbolizes the unity of people to complete a task, Tama symbolizes friendly service, and Droe means clear blue skies and cool breeze on beaches.

Fiji Airways: FutureBrand

Uniform performance criteria

Functional: Does the uniform take into consideration the nature of the job?

Durability: Is the uniform well made?

Ease: Is the uniform machine washable or easy to clean?

Mobility: Can employees do their tasks easily?

Comfort: Is the uniform comfortable?

Visibility: Is the uniform immediately recognizable?

Wearability: Is the uniform easy to put on?

Weight: Has the weight been considered?

Temperature: Does the uniform consider weather factors?

Pride: Does the uniform engender pride?

Respect: Does the uniform respect different body sizes?

Safety: Does the uniform adhere to regulations?

Brand: Is the uniform a reflection of the desired image?

Who needs uniforms?

Public safety officers
Security guards
Transportation personnel
Couriers
Bank tellers
Volunteers
Healthcare workers
Hospitality workers
Retail personnel
Restaurant personnel
Sports teams
Sports facilities personnel
Laboratory workers
Special events personnel

Methods

Off the shelf
Custom design
Custom fabrication
Embroidery
Screen printing
Patches
Striping

Uniform possibilities

Aprons	Boots
Belts	Helmets
Pants	Shoes
Shorts	Socks
Skirts	Tights
Turtlenecks	ID badges
Golf shirts	Accessories
T-shirts	Scarves
Vests	Fleece
Neckwear	Windwear
Outerwear	Visors
Rainwear	Pins
Blazers	Baseball caps
Blouses	Patient gowns
Bows	Lab coats
Gloves	Scrub apparel

Ephemera Phase 4

Ephemera are objects with short lifespans. More simply put, *stuff*. Many nonprofits give branded gifts to donors to inspire giving, while companies frequently have marketing and promotional items with their logos. A trade show is not a trade show without giveaways. The best booths give you canvas bags to store all your goodies, from squeezy stress balls, to travel mugs, to baseball caps, to stickers.

Reproduction is rarely simple. Special techniques, such as embroidering a golf shirt or leather stamping a portfolio, usually require a custom signature that understands the needs of the production technique. The best way to control quality is to examine a proof, even if there is an additional cost.

Opportunities

Welcome
Thank you
Appreciation
Recognition
Special event
Trade show
Grand opening
Affiliation
Pride
Motivation

Production methods

Silk screening
Imprinting
Embossing
Foil stamping
Color filled
Engraving
Etching
Embroidering
Leather stamping

For High Street Market & Deli in San Luis Obispo, California, Lincoln Design Co. created a hand-lettered logotype and engaging illustrations as part of a full graphic system. The new brand identity was then applied to a wide range of apparel and accessories, many of which are sold through the sandwich shop's website.

The possibilities
Advertising Specialty Institute

Alarm clocks
Albums
Aprons
Auto/travel stuff
Awards
Awnings
Badge holders
Badges/buttons
Bag clips
Bags
Balloons
Balls
Bandanas
Banks
Banners/pennants
Bar stuff
Barbecue stuff
Barometers/
hygrometers
Baseball caps
Baskets
Bathrobes
Batteries
Beauty aids
Belt buckles
Beverage holders
Bibs
Binoculars
Blankets
Bookends
Bookmarks
Books
Bottle holders
Bottles
Bottle stoppers
Bowls
Boxer shorts
Boxes
Breath mints
Briefcases
Buckets
Bulletin boards
Bumper stickers
Business card
holders
Business cards
Calculators
Calendar pads
Calendars
Cameras
Camping equipment
Candle holders
Candles
Candy
Canisters
Cans
Caps/hats
Carabiners

Carafes
Cards
Cases
Certificates
Chairs
Cigars
Clipboards
Clocks
Clothing
Coasters
Coffeepots
Coin holders
Coins/medallions
Coloring books
Combs
Compact discs
Compasses
Computer stuff
Condoms
Containers
Cookware
Corkscrews
Cosmetics
Coupon keepers
Covers
Crayons
Crystal products
Cups
Cushions
Decals
Decanters
Decorations
Desk stuff
Dials/slide charts
Diaries/journals
Dice
Dishes
Dispensers
Doctor/druggist aids
Dog tags
Drink stirrers/sticks
Drinkware
Easels
Electronic devices
Emblems
Embroidery
Emergency first aid
kits
Envelopes
Erasers
Exercise/fitness
Eyeglasses
Eyeglasses 3-D
Fans
Fidget toys
Figurines
Flags
Flash drives

Flashlights
Flasks
Flying saucers
Flyswatters
Foam novelties
Folders
Food/beverages
Frames
Games
Gauges
Gavels
Gift baskets
Gift cards/wrap
Glass specialties
Globes
Gloves
Glow products
Goggles
Golf stuff
Greeting cards
Handkerchiefs
Hangers
Hardware tools
Headbands
Headphones
Headrests
Highlighters
Holders
Holiday decorations
Holograms
Horseshoes
Hotel amenities
Ice buckets
Ice packs
Ice scrapers
ID holders
Inflatables
Invitations
Jackets
Jars
Jewelry
Jewelry boxes
Kaleidoscopes
Kazoos
Key cases/tags
Key holders
Kitchen stuff
Kites
Labels
Lamps/lanterns
Lanyards
Lapel pins
Lawn/garden stuff
Leather specialties
Leis
Letter openers
License plates/frames
Lighters

Lights
Lint removers
Lip balm
Lipsticks
Liquid motion
products
Locks
Luggage/tags
Lunch boxes/kits
Magnets
Magnifiers
Maps/atlases
Markers
Masks
Matches
Mats
Measuring devices
Medals
Medical information
products
Megaphones
Membership cards
Memo cubes
Memo pads
Menus/menu covers
Metal specialties
Microphones
Miniatures
Mirrors
Money clips
Money converters
Mouse pads
Mugs
Musical specialties
Nameplates
Napkin rings
Napkins
Noisemakers
Office supplies
Openers
Organizers
Ornaments
Packaging
Pads
Pajamas
Pamphlets
Paper specialties
Paperweights
Party favors
Pedometers
Pen/pencil sets
Pepper mills
Pet stuff
Phone calling cards
Phones
Phone stuff
Photo cards
Photo cubes

Physical/therapeutic
aids
Picnic coolers
Pictures/paintings
Pillows
Piñatas
Pins
Pitchers
Place mats
Planners
Plants
Plaques
Plates
Playing cards
Pointers
Poker chips
Portfolios
Postcards
Puppets
Purses
Puzzles/tricks
Radios
Rainwear
Recorders
Recycled products
Reflectors
Religious goods
Ribbons
Rubber stamps
Rulers
Safety products
Sandals
Scarves
Scissors
Scoops/scrapers
Scratch-off cards
Seals
Seats (folding)
Seeds
Sewing stuff
Shirts
Shoes/shoehorns
Shovels
Signs/displays
Slippers
Snow globes
Soap
Socks
Special packaging
Sponges
Spoons
Sports equipment
Sports memorabilia
Sports schedules
Squeegees
Stamp pads
Stamps
Staplers

Stationery/
business forms
Stickers
Stones
Stopwatches
Stress relievers
Stuffed animals
Sun catchers
Sunglasses
Sun visors
Sweaters
Tablecloths
Tags
Tape measures
Tattoos
Teapots
Telescopes
Thermometers
Tiaras/crowns
Ties
Tiles
Timers
Tins
Tissues
Toolkits
Toothbrushes
Tops/spinners
Toys/novelties
Travel stuff
Trays
Trophies/loving cups
T-shirts
Umbrellas
Uniforms
USB/flash drives
Utensils
Utility clips
Valuable paper
holders
Vests
Vinyl plastic
specialties
Voice recorders
Wallets
Wands/scepters
Watches
Watch fobs
Water
Weather instruments
Whistles
Wind socks
Wine stuff
Wood specialties
Wristbands
Wrist rests
Yo-yos
Zipper pulls

195

Managing assets

Managing brand assets requires enlightened leadership and a long-term commitment to doing everything possible to build the brand. Although the mandate to build the brand must come from the top, the brand must ignite your employees first. This is just the beginning.

5: managing assets

We are excited to use our new brand to better tell our story.

Joe Hart
CEO
Dale Carnegie

We knew that the moment we shared our new brand, it wasn't ours anymore. It was everyone's.

Michelle Bonterre
Chief Brand Officer
Dale Carnegie
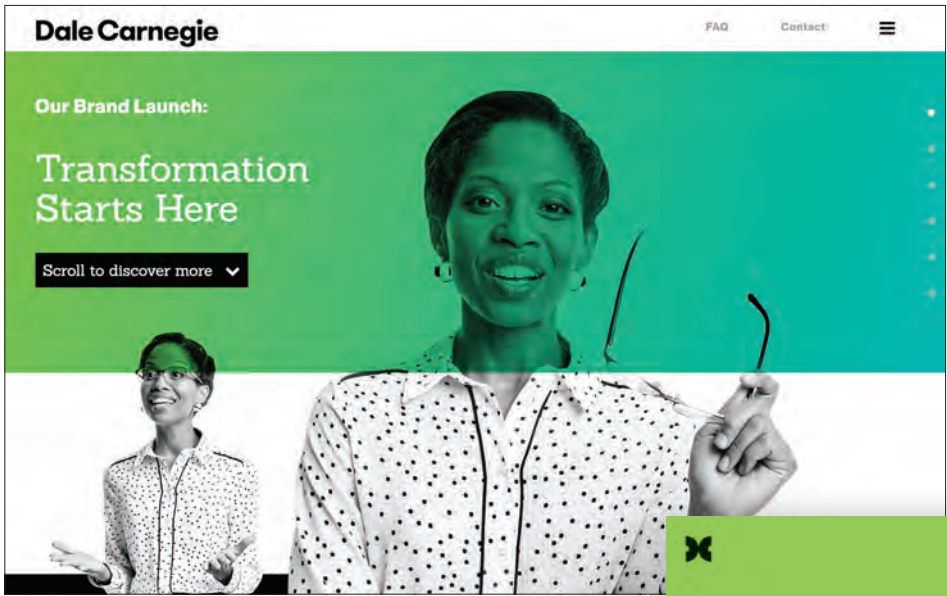
Dale Carnegie: Carbone Smolan Agency

Dale Carnegie's brand launch was carefully orchestrated—designed to engender excitement and build trust at their biannual international conference. Delegates began tweeting and texting as soon as the chief brand officer started to present the new visual identity system and monogram, built around the core unifying idea of transformation.

Large video monitors were placed throughout the convention center to create an immersive brand experience. Each delegate received a monogram pin and two brand-inspired booklets. Along with a global press release, a brand microsite was launched to kick-start engagement.

Dale Carnegie is a global leadership training enterprise, founded on the principles chronicled in *How to Win Friends and Influence People*, one of the best-selling books of all time. Over 8 million people have attended their courses in ninety countries.

Technology and social media enable a global community of stakeholders to participate, in real-time, play-by-play, in bringing the brand to life. There are no more internal launches.

Justin Peters
Executive Creative Director
Carbone Smolan Agency

An Instagram post of CEO Joe Hart and CBO Michelle Bonterre with a 3D sculpture of Dale Carnegie's new monogram.

Changing brand assets Phase 5

Rare is the person in an organization who embraces change. Introducing a new name and identity to an existing organization or to merged entities is exponentially more difficult than creating a brand for a new company. The to-do list is extremely long, even in a small company. New brand identity implementation requires a vigilant strategic focus, advance planning, and obsession with detail.

Military mobilization skills come in handy, and boundless optimism helps. Typically, the director of marketing and public relations will oversee the change. In larger organizations, an individual may be retained to focus exclusively on implementation. The skills required are knowledge of branding, public relations, communications, identity design, production, and organizational management.

Who needs to know?
What do they need to know?
Why do they need to know?
Does the change affect them?
How are they going to find out?
When are they going to find out?

Key pre-launch questions

SEI®, a technology and investments solutions provider, rebranded in 2021. To help build brand ambassadorship, employees received a twenty-page guide to help them learn about the brand prior to its external launch. Since then, the brand has been integrated throughout the company globally, including market positioning, collateral, and environmental branding.
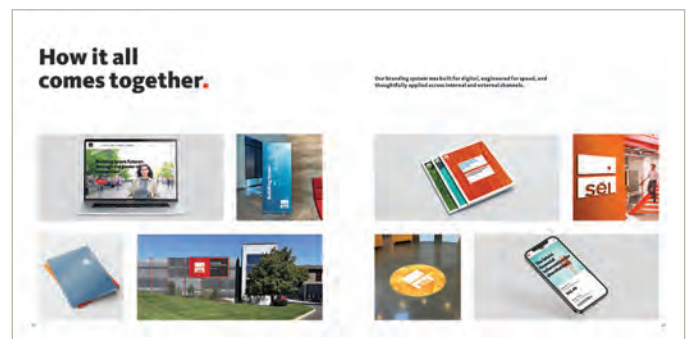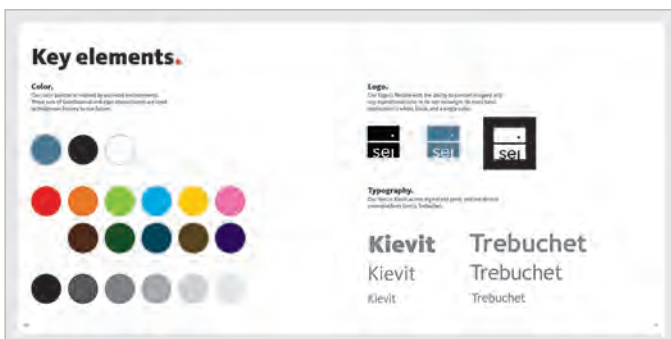
Managing brand identity change has the potential to enhance brand perception by increasing awareness among constituencies, increasing preference, and building loyalty.

Patricia Rice Baldridge
Vice President
Marketing + Public Relations
Philadelphia University

Biggest challenges
Patricia Rice Baldridge

Time and money: planning enough advance time and an adequate budget

Deciding whether to go for a mega-launch or a phased-in launch

Internal buy-in and support

Keeping a strategic focus on all communications

Making the connection from old to new

Honoring one's heritage while celebrating the new

Identifying who is affected by the change

Helping people who have trouble with the change through a transition

Effectively communicating the essence of the brand within time and money constraints

Creating and maintaining message consistency

Reaching all audiences

Building excitement and understanding

Key beliefs

A strategic focus centers on the brand.

Brand identity can help to center a company on its mission.

A mega-launch means less chance for confusion.

Clarity about launch key messages is critical.

Go internal before you go external.

Once is never enough to communicate a new idea.

You need to sell a new name and build meaning.

Different audiences may require different messages.

Do whatever you can to keep the momentum going.

Recognize that an identity program is more than a new name or new logo.

Name change essentials

A sound reason for changing the name is the first and most critical step.

The change must have the potential to enhance, among others, the company's public perception, recognition, recruitment, customer relations, and partnerships.

Accept the fact that there will be resistance.

Keep the momentum going by creating an air of excitement.

Targeted messages are better but cost more.

Applications affected

Website and metatags

Stationery, business cards, forms

Email signatures

Signage

Advertising

Marketing materials

Uniforms, name tags

Social media

Voicemail, how you answer the phone

Launching **Phase 5**

Get ready. Get set. Launch. A launch represents a huge marketing opportunity. Smart organizations seize this chance to build brand awareness and synergy.

Different circumstances demand different launch strategies—from multimedia campaigns, company-wide meetings, and road tours to a T-shirt for each employee. Some organizations execute massive visible change, including external signage and vehicles, virtually overnight, while others choose a phased approach.

Small organizations may not have the budget for a multimedia campaign, but can leverage social networks. Smart organizations create a sales call opportunity to present a new card, or send a blast email to each customer, colleague, and vendor. Others use existing marketing channels, such as monthly statements.

In nearly every launch, the most important audience is a company's employees. Regardless of the scope and budget, a launch requires a comprehensive communications plan. Rarely is the best launch strategy no strategy, which is the business-as-usual or un-launch.

Technologically, we are on the right path to move the brand forward—with bold moves that will keep us ahead of the game.

Hendrik Malinowski
Managing Director for Sales + Marketing
BUGATTI Automobiles

BUGATTI's updated brand identity includes a new custom typeface next to a refreshed wordmark and logo, the new BUGATTI Blue, and an incomparable editorial and imagery style. It was presented and celebrated in Molsheim, France, and shared with the world in 2022.

BUGATTI: Interbrand

Strategic launch goals

Increase brand awareness and understanding among all stakeholders, including the general public.

Increase preference for the company, products, and services.

Build loyalty for the company.

Create an emotional connection with stakeholders.

Positively influence your constituents' choices and/or behavior.

Comprehensive plan elements

Goals and objectives of the new brand identity

Communications activities supporting brand implementation

Timeline for implementation and budget

Target audiences

Key messages

Communications strategies, including internal communications, social media, public relations, advertising, and direct marketing

Internal training strategy for employees

Standards and guidelines strategy

Methods

Organization-wide meetings

Social media

Press releases

Special events

FAQ and chat functionality on website

Script of key messages

Print, podcast, radio, TV ads

Trade publications

Direct mail and blast email

Website launch

Internal launch basics

Make a moment. Create a buzz.

Communicate why this is important.

Reiterate what the brand stands for.

Tell employees why you did it.

Communicate what it means.

Talk about future goals and mission.

Review identity basics: meaning, sustainability.

Convey that this is a top-down initiative.

Make employees brand champions and ambassadors.

Show concrete examples of how employees can live the brand.

Give employees a sense of ownership.

Give something tangible, such as a T-shirt.

External launch basics

Timing is everything. Find the window.

Create consistent messages.

Target messages.

Create the right media mix.

Leverage public relations, marketing, and customer service.

Make sure your sales force knows the launch strategy.

Be customer-focused.

Schedule a lot of advance time.

Seize every opportunity to garner marketing synergy.

Tell them, tell them again, and then tell them again.

Building brand champions Phase 5

Employee engagement is one of the best investments a company can make—whether you are a company of ten or ten thousand. Organizational development experts have long known that long-term success is directly influenced by the way employees share in their company's culture—its values, stories, symbols, and heroes.

Before a new brand strategy is launched into the marketplace, it is essential that key stakeholders understand why the change is necessary and how that change supports the organization's core purpose and vision.

Identify change agents. Empower staff to think creatively. Communicate. Communicate. Communicate more.

Advice from the American Alliance of Museums to organizations implementing large-scale change

It's not just values. It's the extensive sharing of them that makes a difference.

Terrence Deal +
Allan Kennedy

Corporate Cultures: The Rites and Rituals of Corporate Life
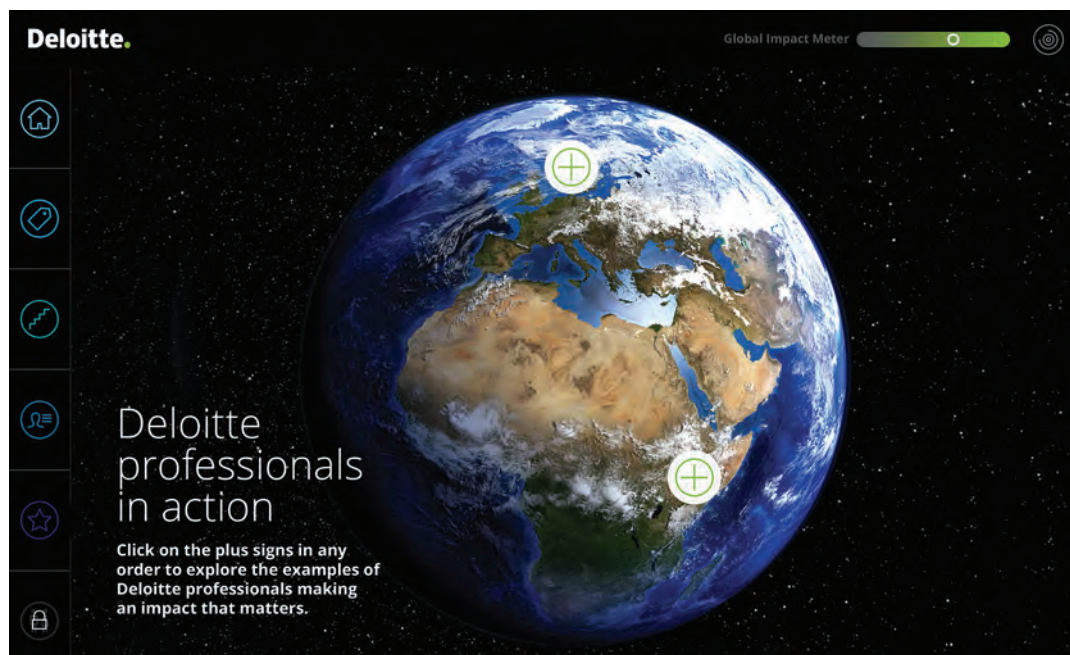
At the foundation of Deloitte's brand are our organizational culture and values; this enables the brand to inform and shape our conversations and behaviors.

Kelley Grover

Director, Global Brand Identity
Standards + Protection Leader
Deloitte

American Alliance of Museums and large-scale change

The American Alliance of Museums (AAM) successfully implemented multiple major organizational changes over several years. In advance of the 2012 rollout of a new membership program—a name, identity, and website—AAM created a calendar of rollout tasks and events. Briefings and webinars were conducted for key volunteer leaders and partners about planned changes. Staff and board members received talking points to help them explain the changes clearly and stay on message. Board members personally communicated the change to peers and hosted launch events in major cities. After the initial rollout, there were other key milestones to surprise and delight their members.

Deloitte and eLearning

Deloitte has developed a new brand eLearning course designed to help drive consistency and engagement across a global network of more than 245,000 professionals. Unlike traditional eLearning, this course utilizes the latest technology and innovation in online learning to create a brand culture where practitioners are excited about the brand and feeling a sense of ownership. The modules use an assortment of interactive examples to illustrate the value of intangible properties such as reputation and trust, and how the various elements of brand work together to create distinction in a crowded market. The course will help cultivate a strong brand culture by shaping a network of champions with a deeper understanding of the power of brand.

Our belief is that, if we get the culture right, most of the other stuff—like delivering great customer service or building a long-term enduring brand and business—will naturally happen on its own.

Tony Hsieh
CEO
Zappos

Zappos Core Values

Deliver WOW through service.

Embrace and drive change.

Create fun and a little weirdness.

Be adventurous, creative, and open-minded.

Pursue growth and learning.

Build open and honest relationships with communication.

Build a positive team and family spirit.

Do more with less.

Be passionate and determined.

Be humbled.

Zappos Culture Book

Each year, Tony Hsieh, CEO of Zappos, sent an email to all employees, partners, and vendors, asking them to write a few paragraphs about what the culture meant to them. The submissions are unedited, except for typos, because one of the company's core values is to build "open and honest relationships with communication." The number one priority at Zappos is the company culture. Zappos's core values are embedded within every touchpoint, including in how the company hires, trains, and develops employees. The culture and the brand are viewed as "two sides of the same coin." Each year, Zappos publishes a full-color culture book filled with photos and what everyone wrote about what the culture means to them. It has become an annual tradition. The 2010 book was 304 pages, printed on recycled paper with soy inks.

Aramark and the road show

Public companies routinely use road shows to bring their messages directly to key investors and analysts. Road shows are also an effective tactic for initiatives. Aramark CEO Joe Neubauer traveled to seven cities to speak to 5,000 frontline managers to launch his company's new brand and to align employees with the vision of the company. "Employees carry the company's culture and character into the marketplace," said Bruce Berkowitz, director of advertising.

Aramark worked with a meeting planning company to produce a one-hour road show. The CEO reinforced key messages about the company's heritage and its leadership in the industry. His overarching message, "Employees are the heart of our success and convey our company's top-tier delivery of services," was supported by a new brandmark.

Managers were fully prepped on the new brand vision and strategy. They received an "Ambassador's Kit" that contained a company history, the new advertising campaign, a merchandise catalog, and a standards manual. The materials also included a manager's checklist and a media launch schedule with explicit instructions on how to handle and explain the launch, and how to implement the branding change.

Online brand centers **Phase 5**

Rapid technology adoption has transformed brand management, leading to the emergence of a brand management technology ecosystem. Standalone, all-in-one systems have been replaced by targeted applications with specific functions, interconnected through APIs and links. The online brand center is the centerpiece, serving as the front door for all stakeholders and providing 24/7 access to the latest user-friendly guidelines, tools, and templates.

Today, brand centers enable truly digital guidelines delivery, where video, motion, and interactive elements transform what was once static, PDF content into a media-rich learning experience. Digital Asset Management (DAM) systems make it easier to deal with ever-growing numbers of brand assets. Meanwhile, dynamic templates allow non-designers to make edits without design support, freeing up time and resources.

We developed a brand engagement and asset management platform in the cloud to usher in the new era of the "brand concierge." Imagine—a brand center that was on brand.

Gabriel Cohen
Chief Marketing Officer
BEAM by Monigle

We want people to know what makes Salesforce the brand it is and why we make the decisions we make.

Karen Sommerich
Director Brand Strategy
Salesforce
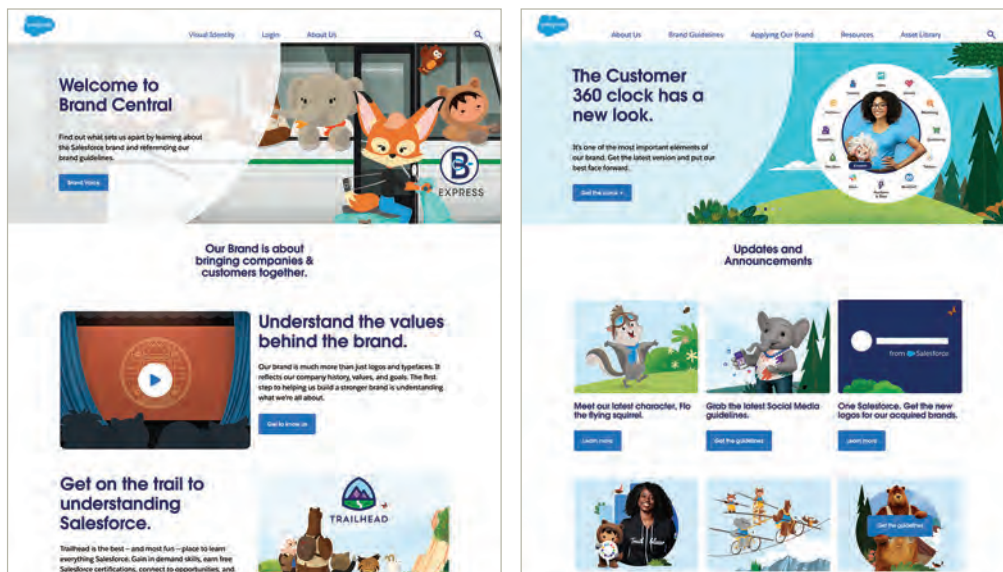
Part of Salesforce's Brand Central is available to the public, while a full-content experience sits behind a login page for employees and agencies—all on one platform.

The Global Brand Showcase, which lives on Brand Central, is a means for the Salesforce creative community to share work, providing design inspiration and recognition across regions, teams, and mediums.

Process: Online brand centers Monigle

▸ Initiate plan	▸ Build groundwork	▸ Launch project	▸ Prepare content	▸ Design + program
Determine goals	Build use cases	Conduct launch meeting	Determine author and status of content	Identify interface and navigation style
Identify brand management problems and issues	Review status of assets and standards	Develop:	Set editorial style guidelines	Develop and approve wireframes
Identify user groups and profiles	Determine content approval process	Site architecture map Project online workroom Timeline and launch plan	Develop content update plan if needed	Develop and approve site interface
Identify stakeholders	Prioritize content and functionality	User groups and user lists Access and security plans	Determine content file formatting and exchange requirements	Initiate programming based on site map
Create project team and appoint leader	Research development options:	Determine IT requirements and hosting plan	Secure final approval of content	Develop system functionality
Develop team roles, rules, and protocol	Internal and external Select site development resource	Identify brand assets and cataloging scheme		
Identify budget process	Finalize budget and timeline	Define success metrics		

Content guidelines

Write concisely. Less is more.

Outline carefully to create a logical order of information.

Know the culture and write accordingly.

Use commonly understood terminology; do not use unnecessary "brand speak."

Provide examples and illustrations.

Support site navigation.

Online brand center characteristics

Educational, user-friendly, and efficient

Accessible to internal and external users

Scalable and modular

Consolidate brand management in one place

Offer positive ROI contribution

Database-driven, not PDF-driven

New content and functions easy to add

Built-in transactional elements

Flexible in hosting and ongoing maintenance

Salesforce: Monigle
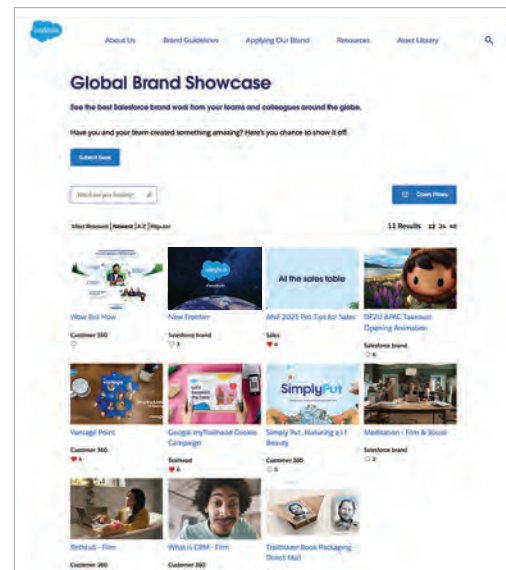
▶ Develop database

Populate database with content and assets

Program links and required functions

Edit content and design by core team

▶ Prototype + test

Core team reviews beta site

Users test beta site

Make modifications as necessary

Approve site launch

▶ Launch

Finalize launch plan

Create communications and buzz

Promote site launch

Appoint brand champions

Conduct special training sessions

▶ Monitor success

Develop maintenance plan

Assign administrator

Assess usage trends and user reports

Identify content updates and process

Integrate technology and functional advances

Assign budget for management and upgrades

Define and measure impact

Communicate successes

205

Guidelines Phase 5

Brand guidelines define the rules of the road for brand usage. They ensure the brand strategy, visual identity, and verbal identity are understood and applied consistently by everyone inside and outside the organization. But intelligent guidelines will only get you halfway there. Organizations need to drive brand engagement and make it easy for everyone to communicate about the brand.

Guidelines must apply to a growing range of scenarios, allow creativity and flexibility, and work well for both experienced designers and those with no design or marketing experience. Traditional, static guidelines will no longer get the job done—outdated guidelines have little value. Luckily, easily accessible tools have made guidelines easier to produce and maintain.

The beginning of change starts with the employees and the tools you give them.

Jackie Cutrone
Head of Brand and Marketing
NewtonX

People are more likely to use brand guidelines that explain both the "what" and the "why."

Molly Fisher
Director, Brand Management
WTW

Characteristics of the best guidelines

Are clear and easy to understand—more visuals, less text.

Start simple and evolve over time.

Have content that is current, accurate, and easy to apply.

Include the brand history and "what the brand stands for."

Weave in more of the "why."

Balance consistency with flexibility.

Are accessible to internal and external users.

Tailor content to different skill levels and types of users.

Sit on an online brand center.

Provide a point person for questions.

Serve as a coaching manual.

Are continually updated with the latest prototypes (best-in-class examples).

Respond to feedback about what is working and what isn't.

How online resources help build brands
Monigle

Engage stakeholders in the brand.

Communicate brand strategies and objectives.

Adjust to evolving brand practices.

Provide help and best practices as opposed to rules (tools, not rules).

Save users time.

Provide resources to participate in the brand-building process.

Consolidate disparate subjects into one online resource center.

Track user activity and ROI to help support future investments.

Reduce cost from strategy to implementation.

Build consistent implementation.

Reinforce the value of the brand site with instant updates.

Who needs access to guidelines?

Internal employees

Management
Marketing
Customer service
Communications
Design
Legal
Sales
IT
Facilities
Human resources
PR
Product designers
Anyone creating a presentation

External creative partners

Branding firms
Design firms
Advertising agencies
Information architects
Technologists
Packaging design firms
Architects
Writers
Co-branding partners
SEO firms

Great guidelines focus on what's essential and strip away the clutter

Eryn Murphy
VP Global Brand
Schneider Electric

Chevron has reinvented its approach to brand guidelines by putting the user at the center and making its content more engaging and interactive. Each section of the guidelines has a consistent format that focuses first on high-level principles, then a "closer look" for power users who want more detail.

When explaining color usage, Chevron's guidelines begin with a video that tells a universally relatable story about getting dressed in the morning and choosing colors that match. Rather than simply declaring that some colors are mandatory, this story helps people understand why color is important to the brand.

Chevron: Monigle

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Guidelines content Phase 5

Designing, specifying, publishing, and fabricating elements of a new brand identity system are all dependent on a set of intelligent standards and guidelines. Good, solid standards save time, money, and frustration. The size and nature of an organization affect the depth and breadth of the content and how marketing materials are conceived and produced in the future.

Legal and nomenclature guideline considerations are essential to protect brand equity and intellectual property.

Deloitte's brand expression is built on a foundation of binding principles that make Deloitte look like Deloitte, such as the color palette and circular graphics. When used together, these elements create a recognizable and ownable identity while still allowing a high degree of flexibility and experimentation.

Our brand elements provide a practical way to balance consistency and flexibility across every touchpoint, service area, and geography. Guidelines for additional elements of the identity system provide even more room for creativity.

Kelley Grover

Director, Brand Identity,
Standards + Protection Leader
Global Brand + Marketing
Deloitte

Deloitte: Monigle

Guidelines content: an in-depth composite

Foreword

Our brand
Who we are
What we stand for
Our mission and values
Message from CEO
How to use these
guidelines

Brand strategy

Purpose
Positioning
Value proposition
Brand attributes
Brand personality
Brand history
Brand architecture
Employer brand

Brand identity elements

Brandmark
Logotype
Signature
Graphic motif
Tagline
Name in text
Incorrect usage of
elements

Nomenclature

Communicative vs. legal
names
Corporate
Division
Business unit
Product and service
trademarks

Color

Brand color system
Default color system
Supporting color system
Signature color options
Incorrect use of color

Typography

Typeface family
Supporting typefaces
Special display faces
Proprietary fonts

Signatures

Corporate signature
Signature variations
Incorrect signature usage
Subsidiary signatures
Product signature
Signature with tagline
Incorrect tagline treatment
Clear space around
signature
Signature sizes
Email signatures

Image library

Photography
Illustration
Iconography
Video
Data visualization
Infographics

Business papers

Corporate letterhead
Typing template
Division letterhead
Personalized letterhead
Second sheet
Business envelope
Monarch letterhead
Monarch envelope
Memo template
Business cards for
corporate
Business cards for sales
force
Notepads
News releases
Mailing labels
Window envelope
Large mailing envelope
Announcements
Invitations
ISO standard and
North American sizes

Social networks

Facebook
YouTube
Instagram
TikTok
LinkedIn
Pinterest
Snapchat

Digital media

Website
Apps
Intranet
Extranet
Blogs
Style guides
UI/UX standards
Content
Color
Typefaces
Imagery
Functional icons
Sound
Motion principles
Video
Animation

Forms

Form elements
Vertical and horizontal
Form grid
Purchase order
Invoice
Shipping

Marketing materials

Voice and tone
Imagery
Signature placement
Folder
Covers
Recommended grids
Brochure system, size
variations
Mastheads
Product sheets
Direct mail
Newsletters
Posters
Postcards

Advertising

Advertising signatures
Tagline usage
Signature placement
Typography
Display
Television
Outdoor
Podcast
Recruitment

Presentations and proposals

Vertical covers
Horizontal covers
Covers with windows
Interior grid
PowerPoint templates
PowerPoint imagery

Exhibits

Trade show booth
Virtual events
Banners
Point of purchase
Name tags

Signage

External signage
Internal signage
Color
Typography
Materials and finishes
Lighting considerations
Fabrication guidelines
Company flag

Vehicle identification

Vans
Cars
Buses
Planes
Trucks
Bikes

Packaging

Legal considerations
Package sizes
Package grids
Product signatures
Labeling system
Boxes
Bags
Cartons

Digital

Uniforms

Winter
Spring
Summer
Fall
Rain gear

Ephemera

Golf shirts
Baseball caps
Ties
Portfolios
Pens
Umbrellas
Mugs
Pins
Scarves
Golf balls
Flash drives
Customer store website

Reproduction files

Brandmark only
Signature variations
Full-color
One-color
Black
White

Miscellaneous

Whom to contact with
questions
Frequently asked
questions
Design inquiries
Clearance process
Legal information
Ordering information

In pocket

Color swatches on
coated stock
Color swatches on
uncoated stock

Brand books—sometimes called spirit books or thought books—inspire, educate, and build brand awareness. Brand strategy can't influence anyone if it stays in a conference room, in someone's head, or on page three of a marketing plan. Online or off, these books explain and express the brand in a format that is accessible, portable, and personal.

Newly launched brands and companies in the midst of organizational change need to convey "where the ship is going." Frequently, the brand identity process sparks new clarity about the brand. A well-executed brand book, often combined with guidelines, can help employees understand and buy into their role in building the brand.

Sesame Street is a playful and joyful brand connecting children and families around the world; our design aesthetics reflect that.

Victor M. Newman
VP, Branded Content
Brand Creative
Sesame Workshop

Excerpts from *SesameCentral.org*

Introduction

Stretching across the decades and around the globe, Sesame Street may be the longest street in the world. But do you know how to get there?

Sesame Street is always evolving, yet it stays true to the fun and furry spirit that's guided the program since it began.

We aim to create an experience that's unmistakably Sesame no matter how or where in the world our audience encounters us. This guide steers all of the wonderful creativity that's at the core of Sesame Street in the right direction.

Mission

On Sesame Street, every smile, song, and story serves a greater purpose. Like Sesame Workshop as a whole, our mission is to help children grow smarter, stronger, and kinder. We know that when you reach children in their early years with high-quality education and nurturing relationships, you set them on a positive path for school and life.

So, we teach academic basics as well as creative and critical thinking skills. Just as important, we support young children's social, emotional, and physical well-being to help them grow up resilient, compassionate, curious, and confident. Because children, like their families and communities, are hurt by the widespread racism in our society, we advocate for racial justice and work to dismantle racism at all levels.

We are on a mission to help children. Whatever they need, wherever they need us, we're there.

Welcome to Sesame Central

SesameCentral.org is our new brand website for Sesame Street + Sesame Workshop mission, best practices, and inspiration. This site is a password-protected hub designed to onboard and immerse employees, partners and agencies in our brands. SesameCentral.org also serves as a new point-of-entry to The Letter A and curated NETX asset collections.

Sesame Workshop

purpose

We are a mission-driven nonprofit. Our educational content prepares children for life by nurturing their cognitive abilities and critical social, emotional, physical, and academic skills. We were founded on a commitment to promoting diversity, inclusion, and kindness that has only deepened over 50 years.

brand

The toolbox of assets we use to express ourselves verbally and visually, including:
- our attributes
- logos
- color
- typography
- photography
- illustration
- voice

Sesame Street

purpose

How our approach and learning goals support our mission to help children grow smarter, stronger, and kinder.

family

The Muppets are the heart of almost everything we make. Here is essential information for character bios - who they are, how they behave, what they like, and what they can model and teach.

culture

Like any neighborhood, Sesame Street is what it is because of the people in it. Words of wisdom from some of the people who make Sesame Street.

brand

There are many ingredients that go into Sesame Street. Each helps us deliver entertaining, educational content that feels unmistakably Sesame. The pages in this section offer guidance and in some cases strict rules, about how to use each ingredient of our brand, including:

- brand attributes
- logos
- color
- typography + lettering
- character art
- photography
- illustration
- animation
- licensing
- music
- voice

new shows

about

Five decades after the dawn of our flagship program, we have more original shows in production than ever before. This section includes the curriculum and characters in each of our new shows, and the brand toolkits you may need.

Helpsters

Esme & Roy

Ghostwriter

The Not-Too-Late Show with Elmo

Friend something better than chocolate ice cream. ... Maybe friend somebody you give up last cookie for.

Cookie Monster

Sesame Street is **real**.

Sesame Street is just like the streets where many children live. Our Muppets might seem fantastical to adults, but they are real to kids—and their silly, imaginative adventures are set against the backdrop of real life. This connection to lived experiences helps kids see themselves in our characters and in the stories we tell. And it helps them learn to meet the challenges they face. Our work is most valuable to kids whose lives don't look like the ones they typically see on screen.

That means we show real children, situations, environments, and emotions. We don't sanitize or stylize.

> "Sesame Street started with the notion of being gritty. It was on the street. They are us and we are them."
>
> **Akimi Gibson**
> Senior Vice President, U.S. Social Impact

Sesame Central: © Sesame Workshop

Extraordinary work is done for extraordinary clients.

Milton Glaser
Designer

3 Best Practices

Part 3 showcases best practices.
Local and global, public and
private, these highly successful
projects inspire and exemplify
original, flexible, lasting
solutions.

AC Milan

From 1899 to the present: a history of triumphs and passion. This is AC Milan.

AC Milan is one of the best-known professional football clubs in the world, with over 500 million fans worldwide. The Italian club is also one of the most successful in Europe, having won Italy's Serie A league eighteen times and picked up seven European Cup trophies, three Intercontinental Cup trophies, and a FIFA Club World Cup win.

DixonBaxi has been able to take the energy and heritage that we are very proud of and develop a concept that engages our 550 million supporters worldwide.

Casper Stylsvig
Chief Revenue Officer
AC Milan

Process and strategy: AC Milan's glorious history stretches back almost 120 years. London-based brand consultancy DixonBaxi were challenged with creating the club's next chapter. Inspired by the club's illustrious past but focused on future glory, the consultancy was charged with designing an AC Milan for a new, more diverse generation of proud *Rossoneri*—a nickname for the team and its fans that literally translates to "red and blacks" (the team's colors).

DixonBaxi set out to build a new identity based on AC Milan's core values of teamwork, excellence, passion, and elegance. They began by creating a strategy around the idea of "Milan to Many," a manifesto that embodies the club's values and encapsulates its spirit. This idea was further distilled to a single line—*Sempre Milan* (in English, "Always Milan")—which has become a unifying rallying cry for proud Rossoneri—no matter where they are in the world.

Creative solution: The refreshed identity celebrates AC Milan's iconic badge as a symbol of unity—a beating heart that connects hundreds of millions. Fans and footballing gods have been kissing the club's famous badge for a century.

Respecting this heritage, DixonBaxi left the design untouched and instead used its iconic oval shape as a storytelling device. Equally at home online, in the stadium, or plastered across the city, the consistent graphic language gives the club a strong voice to connect with fans.

A rich motion and typographic system gives the AC Milan brand a more immediate and accessible feel. DixonBaxi partnered with type designer Elliott Amblard to develop and craft Milan Pulse Inline, a bespoke display typeface, part of a bold yet elegant, instantly recognizable typographic system. Taking cues from fashion, lifestyle brands, and Italian culture, the brand's new design language captures the passion Milan fans have for their club.

Results: The new identity is visible across ticketing, e-commerce, team branding, merchandising, and venues such as AC Milan's stadium, headquarters, and training facility, as well as Vismara Sport Centre, used for the training of the club's Youth Sector and women's team. The brand is applied on a massive scale—the San Siro stadium alone houses over 1,000 different brand elements.

AC Milan is one of the most iconic football clubs in the world. But more than the size and history, we were inspired by the bravery of the project—taking one of the world's most iconic sports brands and reinterpreting it for a modern, international audience.

Aporva Baxi
Cofounder + Executive Creative Director
DixonBaxi

AC Milan: DixonBaxi

Adventr

Adventr is a platform of endless possibilities. Empowering creatives to bring an entirely new realm of experiences to life, we believe that the next generation of interactive, connected media should be accessible to everyone.

Adventr makes it easy to create smart, interactive video and distribute it across any network or player. Viewers can control stories, link to anywhere on the web, purchase products, initiate text messages or phone calls, drive software, and so much more—all through video.

Goals

Convey the rebellious freedom of exploration.

Develop messaging that emphasizes the platform's limitless potential.

Position as the ultimate platform for pushing creative boundaries.

Attract top talent.

Establish Adventr as an interactive marketplace leader.

Adventr was inspired by my experience creating content for artists like Britney Spears and Nas. The music videos where I introduced interactive components shot up in popularity, proving that engaging viewers was not just about expensive footage and editing.

Devo Harris
CEO
Adventr

Process and strategy: Adventr approached San Francisco brand strategy and design firm Noise 13 with a unique proposition in software: to create an identity and brand system that would articulate the rebellious freedom of exploration. During a discovery phase, Noise 13 learned that Adventr was born from a lineage of groundbreaking creatives in music, art, tech, and design. They then focused on distilling the essence of the company to create messaging pillars and recommended a brand strategy rooted in Adventr's core value proposition: the limitless, democratized potential of its powerful interactive software platform, which lets anyone tap into unrestrained creativity with a simple click and drag.

Creative solution: Noise 13 honed in on a typographic representation of the brand centered around the concept of forward motion. With a strategic foundation in place, the agency designed a brand system anchored by movement and interaction, visually showcasing the transition between choices users can take when immersing themselves in the content.

To illustrate the inherent freedom of choice the platform offers to both its creators and end users, Noise 13 created flexible typography, animations, presentation decks, lifestyle imagery, and social media templates underscored by a modern, digital palette.

Results: Adventr's new brand assets are as varied as the choose-your-own-adventure quality of the platform itself. The revised strategy and identity, made to match the founders' unique style and vibe, reinvigorated the company's culture and attracted new talent and vendors. The new brand differentiates Adventr and positions it as a truly innovative platform.
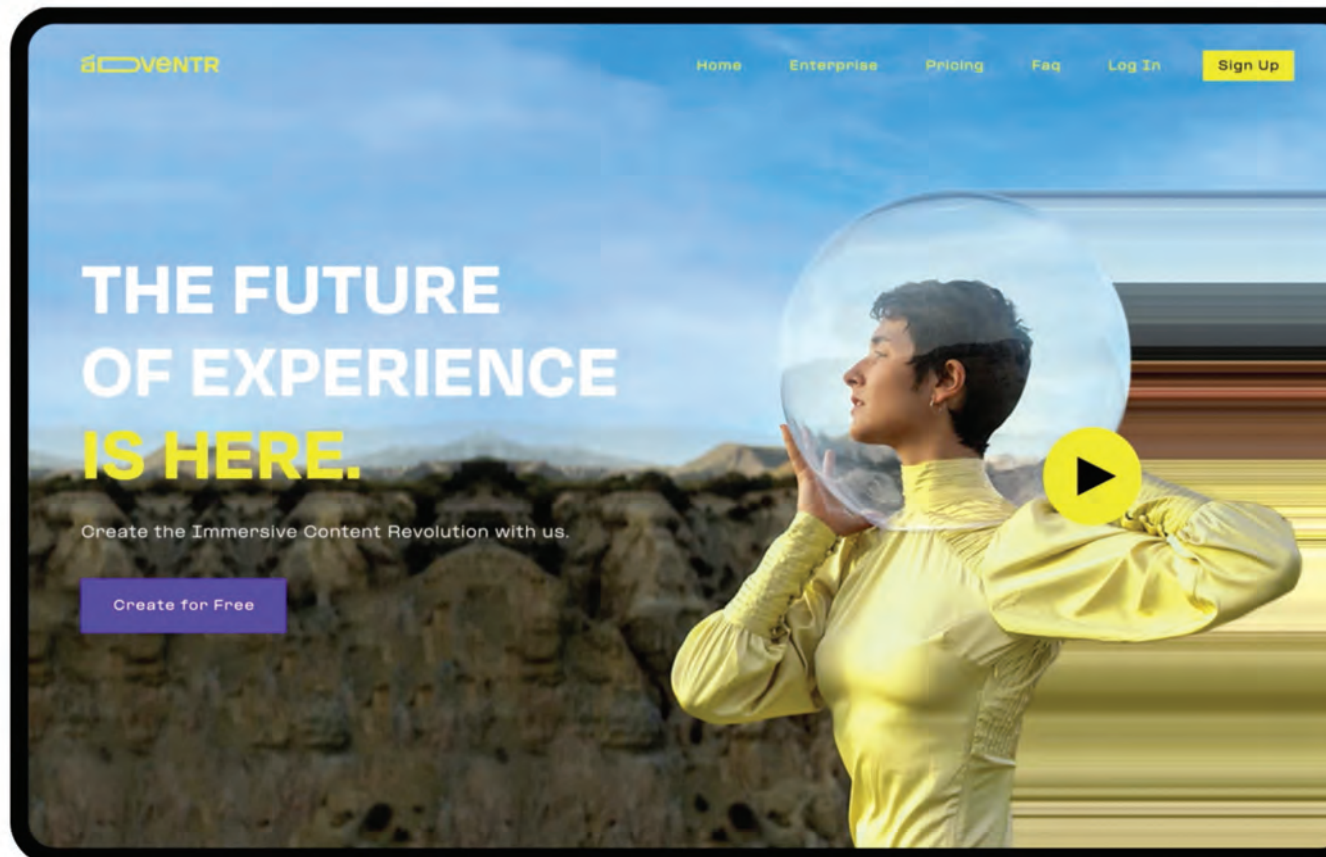
Adventr: Noise 13

Airbnb China

Our mission is to create a world where anyone can belong anywhere. Airbnb is built around the idea that everyone should be able to take the perfect trip, including where they stay, what they do, and who they meet.

Airbnb began in 2007 when two roommates, cofounders Brian Chesky and Joe Gebbia, welcomed three guests to stay on airbeds in their apartment during a design conference in San Francisco. Since then, the platform has grown to over four million hosts who have welcomed more than one billion guest arrivals in almost every country across the globe.

Aibiying (爱彼迎) stood out amongst over 1,000 names after comprehensive linguistic checks as well as qualitative and quantitative research. Meaning "Welcome Each Other with Love," this name conveys Airbnb's brand vision of creating a global community connected through love and a world where everyone can belong anywhere.

Mia Chen
Head of Marketing
Airbnb China

Labbrand customized the characters in Airbnb's Chinese name to mirror the global identity and ensured consistent spacing between the symbol, English name, and Chinese name.

Process and strategy: As Chinese tourism shifts from mass tourism to more independent, meaningful travel, the industry is booming. For Airbnb, China represented an opportunity to bring its disruptive travel philosophy to the world's largest population. Faced with an extremely competitive home sharing category led by local players, Airbnb tasked Shanghai-based brand consultancy Labbrand to localize its identity.

Prior to engaging Labbrand, Airbnb had redesigned its visual identity and introduced a unique "symbol of belonging," the Bélo, which represents people, places, and love—an embodiment of the brand's essence. While these ideas are not conveyed by the English brand name—"Airbnb" is short for "airbed and breakfast"—the Chinese identity needed to capture the brand's evolving meaning.

Creative solution: Working closely with Airbnb's San Francisco and China teams, Labbrand sought a Chinese brand name that could communicate Airbnb's philosophy while staying true to the global brand and allowing future growth. The chosen brand name, *Aibiying,* is made up of three Chinese characters: 爱 (ài), 彼 (bǐ), and 迎 (yíng), which symbolize love, people, and places, respectively. Combined, the characters suggest "Welcome Each Other with Love," an expression of the brand essence. At both a linguistic and conceptual level, the Chinese name aims to convey "belonging" to Chinese travelers in a human, warm tone.

Once the new Chinese name was selected, Labbrand worked with Airbnb to integrate it into a localized brand signature with Chinese characters customized to match Airbnb's English wordmark. The signature was designed with optimal proportions to ensure readability across all sizes and devices—essential for an online brand. Finally, Labbrand created comprehensive visual guidelines to guide all future brand applications of the China identity.

Results: Airbnb's China identity launched in March 2017. The new name not only marked the brand's expansion into the China tourism market, but also supported the evolution of Airbnb's meaning globally—from home sharing to deeper, more aspirational ideas.

Airbnb China: Labbrand

Algramo

Say goodbye to single-use plastic. With learnings from the past, innovation of the present, and a desire to refill the future, we created a circular platform that allows you to buy your favorite products in reusable packaging.

One of the most successful start-ups in Chile, Algramo has defined a new way to buy that is smarter for people's wallets and for the environment. Returnable, technology-enabled packaging lets customers buy bulk, non-perishable food and detergent from recognized brands. In the future, Algramo plans to expand its lineup of products and brands while continuing to give back to the community from social, economic, and environmental perspectives.

Goals

Build the brand around financial and environmental responsibility.

Attract higher-income consumers.

Define visual relationships on co-branded packaging.

Preserve links to Algramo's humble beginnings and Chilean origin.

When you buy in small formats, you pay from 30 to 50 percent more for the product, depending on what the product is. And then in doing that, you also produce a lot of packaging waste.

Brian Bauer

Circular Economy + Institutional Partnerships Algramo

The visual system is flexible, with packaging that provides space and visibility to partner brands. Allowing a healthy coexistence between Algramo and partners promotes a transfer of brand equity between the two.

Process and strategy: *Algramo* is Spanish for "by the gram," a nod to the company's original idea: vending machines that measured out bulk foods like rice, beans, and sugar according to what consumers could afford to pay. As the company grew, new products were added to the portfolio, including third-party brands from Unilever and other partners.

With an expanding product line and a need for co-branded packaging, Algramo saw an opportunity to update its visual identity. The start-up also hoped to attract new customers—especially those with higher income—which would require a more tech-savvy, modern brand. To refresh the brand identity, package design, and brand experience, Algramo brought in FutureBrand, a global brand transformation company.

Creative solution: FutureBrand began by updating the company's brand strategy, recasting Algramo as more than just a local vendor. The revised strategy revolves around responsibility, in terms of both personal finance and looking after the environment.

Algramo's new visual identity balances a recognition of the company's humble beginnings with a modern look and feel inspired by the company's vision. The shape over the O in the wordmark suggests the pan on an old-fashioned kitchen scale, like those used to measure bulk foods. The brand's color palette blends modern with classic, while the new typography resembles that of old advertisements common in Chile.

FutureBrand also helped design Algramo's electric vehicle, which can reload containers for existing customers and provide empty containers to new customers. Lastly, in negotiations with Unilever, the agency helped define the visual relationship between Algramo and partner brands on co-branded packaging.

Results: Algramo's refreshed brand identity feels like a logical evolution rather than a complete rebrand. Today, the company operates not only in Chile, but also in the Philippines and the UK, with plans to enter the United States. The company continues to form partnerships with major brands such as Coca-Cola and Purina. So far, Algramo has prevented nearly 400,000 pounds of garbage and helped over 200,000 people save money.

Algramo: FutureBrand

Batiste

As the world's leading dry shampoo brand, we support your hair care routine with convenient, fuss-free, in-between wash powder power that keeps you looking (and feeling) phenomenal. Why spend hours getting ready when all you really need is minutes?

Launched in the 1970s, Batiste dry shampoo began as a branded alternative to using talcum powder to cleanse hair and prolong time between washes. A spray of Batiste's dry shampoo absorbs oil from the scalp, revitalizes hair, and eliminates odor—all without the need for water. Today, the brand sells two cans of haircare product every second in over ninety countries around the world.

Goals

Retain recognizable visual cues.

Stand out against copycat competitors.

Ensure consistency across a growing range of products.

Appeal to consumers around the world.

Process and strategy: As the brand who defined the category, with a unique formula and first-mover status, Batiste has seen a multitude of challengers enter the market over the years. When competitors began mimicking the patterns on Batiste's packaging, the brand feared it would be lost amid a sea of lookalike visual cues. Would consumers assume similar looking products were of equal quality? Was Batiste still recognizable despite the onslaught of copycat packaging?

Halo, a creative agency based in Bristol, UK, took on the challenge of preparing the brand for further international growth, defining and expanding its portfolio architecture, and refreshing its look. The new visual identity would have to be distinctive, vibrant, and appealing on shelves from New York to London, Sydney to Shanghai.

Halo began by completing extensive primary market research, building a comprehensive view of the brand and category. From an online survey of over a thousand women in the UK, the agency learned that over 80 percent of the brand's target market was able to recognize the Batiste logo and that the brand's patterning was still an identifiable visual cue.

Creative solution: Based on research findings, Halo recommended retaining the logo and patterning but reinvigorating them. The logo was redrawn and recrafted, balancing the mark's aesthetics. The changes were purposely subtle to the untrained eye—an evolution that improves the logo without losing its identifiability. Similarly, updated patterns took key cues from the existing patterns but created an evolution that would stand out more, whether on shelf or on screen. The new patterns not only work in isolation, but also create a design framework that Batiste can use for all future patterns, across the product range. Finally, Halo created a new visual asset to help distinguish the brand: an "Award Winning No. 1 Brand" mark.

Results: In consumer testing, the new designs fared well for both appeal and identification. The new logo and package designs are now being released all around the world across hundreds of products and seasonal lines—the largest brand project Batiste has ever undertaken. With the refreshed visual identity and packaging, Batiste has consolidated its market leader status, invigorating loyalists and encouraging new audiences to seek out the brand.

In a competitive market, we need to use every advantage we have. Sometimes that advantage is found in the history of the brand. But that doesn't mean you can't create something vibrant, fresh, and new.

Paul Bailey
Brand Strategy Director
Halo

Batiste: Halo

Better Place Forests

Our mission is to inspire everyone to leave a meaningful legacy for the planet and the people they love. We support families in their end-of-life arrangements while conserving and protecting natural areas.

Better Place Forests has created a sustainable alternative to cemeteries. The company establishes, maintains, and protects forests in which families who choose cremation can choose a more beautiful final resting place—beneath a memorial tree. Better Place Forests is committed to helping people write better endings to their stories and to conserving some of the most iconic forests in North America.

Goals

Balance reverence with optimism.

Make people open to considering a new end of life solution.

Capture the feel of the forest.

Appeal equally to women and men.

BETTER PLACE ✳ FORESTS

Typically ashes come in a plastic bag. It's not a beautiful experience. So we try to make the whole experience better for the family.

Sandy Gibson
Cofounder + CIO
Better Place Forests

Surrounded by natural beauty.

Discover what each memorial forest has to offer, from serene groves to adventurous trails.

Made for your family.

From finding the right tree to incorporating your family's traditions, we'll help you design the perfect memorial.

SANTA CRUZ FOREST, SANTA CRUZ

WELCOME

✳

My favorite memories of my parents are of us in nature. Fly fishing, hiking in the woods, picking pumpkins each Halloween... Those were the images I would try to focus on when I visited my parents' cemetery. A few years ago, surrounded by decaying tombstones and the sound of traffic, I thought, there has to be a better place than this. Somewhere truly peaceful, filled with life and meaning. I realized then where I had to go: back to nature.

From all of us here, we thank you for your interest, and look forward to helping you find your better place.

FOUNDER & CEO

One of our first challenges was to find a symbol and visual language that was reverent and appropriate for end-of-life subject matter, but also had a celebratory, optimistic feel to stand out from typical cemetery options.

Brett Couchman
Founder + Creative Director
Moniker

Process and strategy: Better Place Forests is on a mission to inspire everyone to leave a meaningful legacy for the planet and the people they love, supporting families in their end-of-life arrangements while conserving and protecting natural areas. Taking on a sensitive topic with a unique offering, the organization faced an initial challenge of making people comfortable with a new end-of-life solution. Tapping San Francisco design studio Moniker, Better Place Forests sought a visual identity that felt appropriate for the category while standing out from standard options, and that highlighted one of the organization's unique product differentiators by capturing the feel of the forest.

Creative solution: Moniker worked with the founders of Better Place Forests to create an identity that evokes the company's natural memorial sites—forests—with a reverent but celebratory symbol for the brand. The brand's color palette draws from the dynamic, varied, rich array of color found in nature. An extensive system of print collateral reflects the experience of hiking through a forest, with immersive photography as a nod to the personal nature of the offering. Signage and wayfinding use natural materials that will age and weather with their surroundings, allowing the elements to become part of the environment.

Results: With protected memorial forests from California to Massachusetts, Better Place Forests serves thousands of customers around the United States and continues to expand, with multiple new locations planned in the coming years. In 2020, the organization was named one of Fast Company's Most Innovative Companies.

Better Place Forests: Moniker

BCG X

BCG X brings the world's greatest design, technology, and entrepreneurial talent together seamlessly to create real working solutions at scale to the greatest challenges and opportunities faced by business and organizational leaders today.

BCG X is the tech design and build division of Boston Consulting Group (BCG), home to nearly 3,000 leading technologists, scientists, engineers, and designers who are passionate about creating change through the sum of their talents. Building end-to-end partnerships with clients, BCG X advances BCG's deep industry and functional expertise to help organizations define, build, and commercialize their next big ideas.

Goals

Develop a brand that is distinct yet fits into the BCG brand universe.

Make BCG X synonymous with "Build Tomorrow."

Consolidate BCG's technology teams under a unified identity.

Rationalize organizational nomenclature.

Communicate BCG's evolution beyond consulting.

Clarify the BCG X story internally.
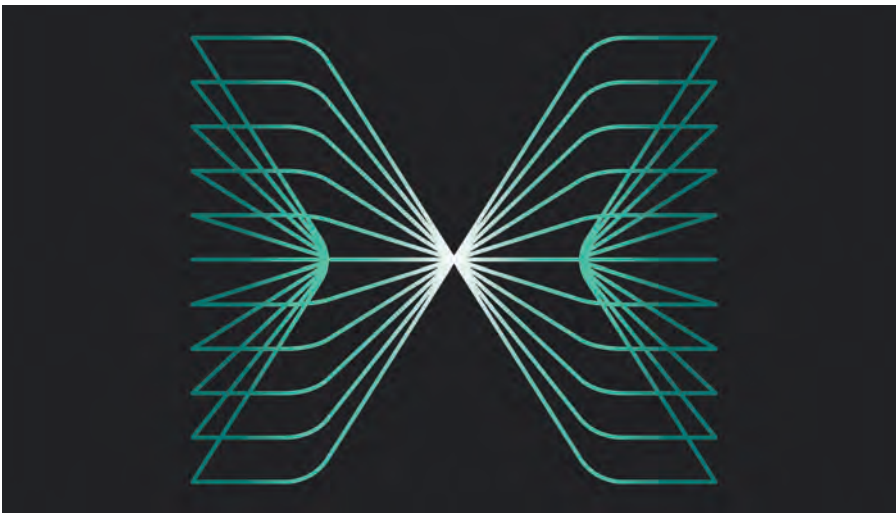
Merging BCG's AI, software engineering, digital growth, green, and deep tech capabilities into a singular global tech-build and design brand in BCG X has allowed us to solve our clients' most critical challenges on a greater scale. Now, we have a consistent and clear way to express who we are and convey our distinct positioning in the marketplace.

Michelle Haworth
Global Brand + Creative Strategy
Senior Director
BCG

Process and strategy: To position and launch the new division, BCG turned to independent brand consultancy 50,000feet, with which the management consulting firm had a long-standing relationship. Through a series of in-depth interviews, strategic audits, and interactive workshops with BCG global stakeholders, 50,000feet developed a strategic brand platform, introducing core brand elements of the BCG X story, including its mission, vision, values, and personality. The brand platform defined the sub-brand's positioning and differentiation within the firm and in the marketplace.

This foundational strategic and verbal identity work led to framing and implementing a robust product architecture with cohesive naming approaches across BCG X. To further segment BCG X's capabilities, 50,000feet developed positioning statements and core messaging for BCG X's six lines of business for use in client and employee recruitment communications.

Creative solution: Following the brand discovery process, 50,000feet created the BCG X logomark and defined a comprehensive visual language, spanning typographic and photographic approaches to palette and data visualization styles, in order to capture and convey a bold and futuristic vision. As part of the global brand toolkit, 50,000feet activated interpretive brand graphics to turn the X mark into a modern canvas for the representation of BCG X's ideas and ambitions and provide a platform on which BCG can build and grow.

To align the expression of the visual identity, 50,000feet developed brand guidelines and templates to use across digital platforms and communication channels.

Results: 50,000feet helped BCG X introduce multiple disciplines and client-facing groups, including BCG GAMMA, BCG Platinion, and BCG Digital Ventures, creating a powerful collective to communicate a focused story with clear value to clients and talent. This move helps bring more consistency to the BCG ecosystem, create a unified team culture, and set the stage for rapid growth.

As part of the global brand toolkit, 50,000feet developed applications to demonstrate usage across major channels and platforms.
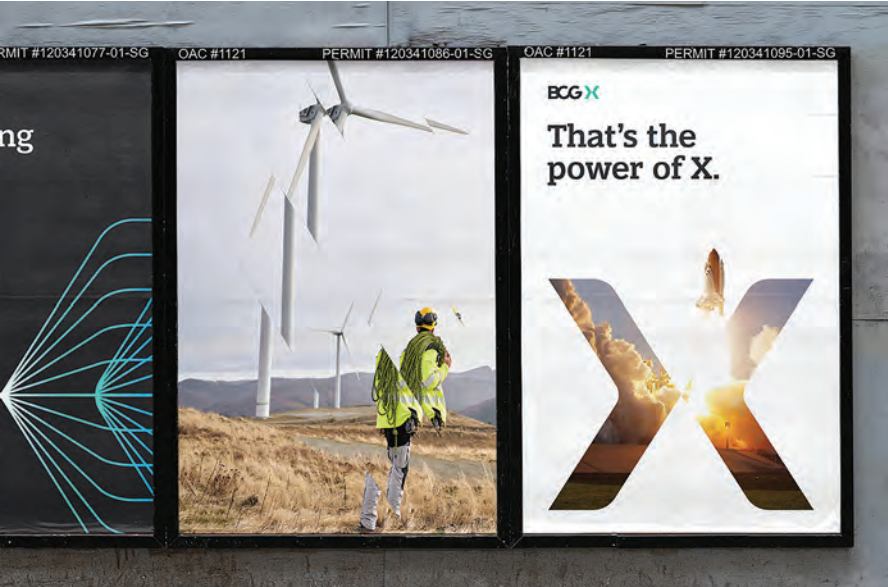
Boston Consulting Group: 50,000feet

Campbell

For generations, people have trusted Campbell's Soup to provide authentic, flavorful, and readily available soups, meals, and recipes. We're committed to making a positive impact by providing food you can trust, strengthening communities, empowering people to thrive, and working toward a healthier environment.

Campbell Soup Company was formed in 1869 by Joseph Campbell, a fruit merchant, and his partner, commercial canner Abraham Anderson. Today, the company is still inspired by its purpose: connecting people through food they love. Famous for its iconic red-and-white soup cans, Campbell now makes a wide range of foods and is behind household brands such as *SpaghettiOs®* and *Campbell's Chunky®*.

Goals

Reassert the brand's iconic status.

Refine and modernize the packaging.

Improve the flexibility and functionality of the wordmark.

Balance consistency and distinctiveness within the portfolio.

While it's still a close reference to Joseph Campbell's original signature, the new script gives us the ability to condense, expand, and function in any medium, a nod to the elasticity of condensed soup.

Andy Baron
Executive Creative Director
Turner Duckworth

Process and strategy: Campbell has always had some of the most recognizable packaging in the world. But over time, the adoption of generic, industry-standard design motifs had diluted the brand's distinctiveness. Design consultancy Turner Duckworth was brought in to reassert Campbell's iconic status by giving the condensed soup packaging its first redesign in fifty years.

Creative solution: The iconic elements of the Campbell brand—the red and white split, Joseph Campbell's signature, and the bronze "medallion"—were still visible on the packaging, but no longer stood out as prominently. Turner Duckworth refined the visual architecture from top to bottom, stripping out unnecessary swooshes and ribbons and bringing back some of the brand's original swagger and simplicity.

The updated wordmark is still based on the founder's signature, but the characters are no longer connected, as they were in the original script. By separating the letters, Turner Duckworth made it easy to condense and expand the wordmark dynamically, increasing flexibility and legibility—especially useful in digital environments. This and other typography refinements were led by Ian Brignell.

Illustrator Filip Yip added more craft and detail to the bronze medallion, and Turner Duckworth also introduced a new fleur-de-lis made from the C in "Campbell's." Lastly, images of generic bowls of soup were replaced with ingredient photography—a change that reinforces the brand's strategy of suggesting the use of soups in cooking.

Results: The refined visual identity system creates more consistency across labels, emphasizing the most recognizable elements of the brand, while ensuring that over 100 product SKUs remain distinct and easy to navigate. Turner Duckworth went on to update Campbell's Kids, building on the new system with fun, illustrated icons for each flavor.

We've been on a journey to reimagine this iconic brand and appeal to new generations of consumers who are cooking at home more than ever, while still honoring our rich history.

Linda Lee
CMO of Meals + Beverages
Campbell Soup Company

Too much of the same makes it hard to navigate, but too much difference makes for an incoherent shopping experience. We made the label more consistent throughout the range than it was before, but in doing so assured ease of navigation through clear typography and the addition of carefully shot ingredients.

Drew Stocker
Design Director
Turner Duckworth

Campbell Soup Company: Turner Duckworth

Chobani

We believe that better food creates a better future. We are a food maker with a mission of making high-quality and nutritious food accessible to more people, while seeking to elevate our communities and make the world a healthier place.

Chobani is a food maker producing yogurt, oatmilk, and dairy- and non-dairy-based creamers. Chobani yogurt, made with only natural ingredients and no artificial preservatives, is America's number one Greek Yogurt.* Beyond its delicious products, Chobani is known for its philanthropic work: working to eradicate child hunger; supporting immigrants, refugees, and underrepresented people; honoring veterans; and respecting the planet.

Goals

Take Chobani from dairy brand to modern food company.

Differentiate Chobani® Greek Yogurt on the shelf.

Excite the public.

Our team is a clear example of talent and passion coming together and touching every part of the company, harnessing the power of creativity to further Chobani's mission through packaging, brand and shopper initiatives, experiential, impact, and internal culture building. This team lives and breathes our brand, always pursuing the creation of beautiful and purpose-led work.

May Aboubakr
VP Creative and Marketing
Internal Operations
Chobani

Chobani®

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On one hand, Chobani is whimsical and optimistic; on the other, it's innovative and fearless. Reconciling these seemingly disparate ideas was our primary creative challenge. We sought inspiration in expressive and familiar traditional visual languages like quilting, textile arts, and ceramics to convey Chobani's boldness and humanity. The result is an evolved identity that better communicates the idea and ideals of the brand.

Gabrielle Lamontagne
Creative Director
Chobani

Process and strategy: Chobani transformed the yogurt aisle when it came on the scene in 2007, challenging norms and constantly innovating with new flavors and formats. Soon enough, Chobani became America's number one Greek Yogurt brand. But when you lead the way, others will follow. Over the years, many brands have tried to imitate Chobani's product and branding, which caused the company to rethink how best to stand out amongst hundreds of yogurt options and bring its specialness back to the shelf.

In 2017, the company revealed its new visual identity with a new wordmark, packaging design, and even new product innovations. Chobani's in-house creative team spent six months developing the evolved brand look and feel. The redesign was an effort to differentiate the brand at shelf, better reflect the values of the company, and convey its evolution from just a yogurt maker to a modern food company.

Creative solution: The concept of "Fighting for Happily Ever After" drove the redesign. Taking inspiration from folk art and nature's real ingredients, the in-house team aimed for a wholesome, lush, folksy, and romantic aesthetic.

"Fighting for Happily Ever After" led to packaging that felt fresh yet familiar, a natural color palette that replaced industrial colors, and watercolor fruit—instead of fruit photography—signaling craftsmanship. New language, such as "Triple strained," "Old world recipe," and "Locally sourced milk," also brought the craftsmanship of the product to life.

Chobani's redesigned wordmark better signals the wholesome and natural qualities of the yogurt while making the brand name more prominent on a busy supermarket shelf. A new typeface, Chobani Serif, reinforces Chobani's approachability. Inspired by Times New Roman, added curves and weight give the typeface more personality.

A library of bespoke photography captures the energy of the rebrand. Kodak Ektachrome film inspired the photography approach—a rich, shimmering, magical quality. The art direction increases the sense of magic by leaning into natural textures and light, reflective fabrics.

Results: Among Chobani customers, the new packaging scored significantly better than old packaging on attributes like quality, craftsmanship, uniqueness, and visually appealing. Branding publication Brand New wrote, "It's one of the best revolutions—screw evolution!—of a leading product in its category that further separates it from the competition, and it's doing so in its own unique voice."

Chobani, LLC

City of Vienna

The world's most livable city.

Vienna has been ranked as the world's most livable city for the past ten years by Mercer Consulting and *The Economist*. Home to nearly two million residents from over 180 countries, it is also home to the United Nations and regularly tops lists of tourist destinations. A high standard of living is made possible by the city's 30,000 employees, making the city one of Austria's largest employers.

Goals

Develop a brand strategy that better serves residents, city employees, businesses, and students.

Reinforce Vienna's modernity.

Unite civil servants around a shared vision of the city's role and ambitions.

Make it easier for citizens to identify the brand and access city services.

The complexity of the City of Vienna's brand architecture, which should not be underestimated, was captured precisely, shaped into a strategy, and finally into a beautifully relevant design.

Martin Schipany
Head of Press + Information Service
City of Vienna

The new brand identity consolidates over seventy different departments, many of which had their own logos, into a single, unified system.

The new brand for the city of Vienna had to perform, upon launch, in the context of three consecutive crises that directly affected the Viennese population: COVID, Ukraine war refugees, and consumer price inflation. The ability of the city government to respond not only quickly but meaningfully was undoubtedly improved by the more unified and simplified brand platform compared to the previous, more fragmented approach.

Ben Knapp
Executive Director, Strategy
Saffron

Wiener
Melange
Regular
Bold
Extrabold

A single brand idea connects and inspires every element of the brand identity. Details of the shield brandmark are reflected in typography and iconography.

Process and strategy: With over seventy departments in the city's government, Vienna's positioning and communications had become complicated and inefficient. A new brand architecture was needed to more clearly represent the municipality's organizational units.

Saffron, a global brand consultancy, devised a monolithic brand architecture model that significantly reduced strategic and visual noise. Department numbers were replaced with simple names, each endorsed by the City of Vienna logotype. The streamlined architecture established a single citizen-facing brand, allowing for more effective and efficient service delivery and communication.

The brand strategy was developed through a process of distillation. Saffron began with a series of workshops to audit external perceptions and find out how residents, businesspeople, students, and city employees viewed the city. From these perceptions, the agency identified the key themes that differentiate Vienna from other leading European cities.

Creative solution: Saffron further boiled down the key themes into a brand idea: *der Mensch in der Mitte,* which translates to "Humans at heart." This idea speaks to the Viennese ethos of operating at a human scale, including making accessible the world's highest standard of living, maintaining fifty percent of the city's area as green land, and providing free education, healthcare, and affordable housing. From this brand idea, Saffron created a new place brand for the city of Vienna in collaboration with communications partner saintstephens.

The agencies developed a messaging matrix that explains how the city should communicate to different audiences on a range of issues, interpreting the brand idea and bringing it to life in relevant ways for each audience. Vienna also needed a pragmatic design system to implement the new brand architecture. Saffron's design challenge was to create a visual identity that would maintain the personality of the city within the monolithic brand architecture.

Results: The final City of Vienna brand is prominent in the lives of Vienna's inhabitants and emblematic of the city government's role. Because of resulting efficiencies in marketing communications, the cost of the rebrand was recovered within two years. Research confirms that citizens now more easily identify official city offices and are more aware of city services. The unified brand architecture and clear brand identity facilitated crisis communication during the COVID-19 pandemic, the arrival of refugees from Ukraine, and increases in cost of living.

City of Vienna: Saffron
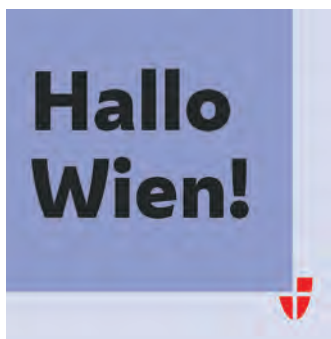
Deloitte

At Deloitte, we make an impact that matters. For over 175 years, we have worked with leaders around the world—from the Global 500 to private businesses—to help them build better futures. To support their people. To succeed. All while caring for our communities.

Deloitte has more than 415,000 professionals in 150 countries providing audit, tax, consulting, financial advisory, risk advisory, and related services to nearly 90 percent of the Fortune Global 500® and thousands of private companies. Deloitte's professionals deliver measurable and lasting results that help reinforce public trust in capital markets, enable clients to transform and thrive, and lead the way toward a stronger economy, a more equitable society, and a sustainable world.

Deloitte's brand center, Brand Space, contains a series of filterable, downloadable asset libraries, including an ever-expanding image library with nearly 7,000 photos, 2,500 video clips, and nearly 100 audio assets.

Goals

Deliver a consistent global brand experience.

Create a new site for what's new with the brand.

Make it easy for everyone to learn and help themselves.

Influence, enable, and inspire with best-in-class examples.

Provide a personalized and intuitive experience for different audiences.

Our purpose—to make an impact that matters—has given Deloitte people a common anchor in talking about our organization.

Kelley Grover

Director, Brand Identity, Standards + Protection Leader Global Brand + Marketing Deloitte

Climate change is not a choice. **It's billions of them.**
#EarthMonth #BetterFuturesTogether

Deloitte: Monigle

Process and strategy: In 2016, Deloitte launched a refreshed brand identity—its first since 2003. The goal was to create a single brand architecture and identity system so that regardless of where a client is geographically, what business they interact with, or what device they use to reach Deloitte professionals, they have a consistent and meaningful experience.

To support the activation of this brand refresh, Deloitte selected BEAM, Monigle's online brand center platform. Aligning with the new brand vision and building even more engagement for brand advocacy was paramount. The evolved site, known as Brand Space, needed to match the energy of the brand refresh—advanced capabilities and better tools would be required to transform a repository of static guidelines and files into a new, dynamic, interactive platform. Brand Space also required relevant and engaging content demonstrating how to authentically express Deloitte's confident, clear, and human personality in communications.

Creative solution: Brand Space anticipates everything that Deloitte professionals and partners need to provide a consistent brand experience, and supporting the launch was only the first step. Since 2016, Brand Space has continued to push boundaries, rewriting the rules of brand enablement.

A best-in-class brand center, Brand Space includes a home page that acts as a news site, showcasing the latest information for a brand that is constantly evolving in support of a dynamic, growing business. Bite-sized, easy-to-understand micro-videos and interactive elements present concepts in new ways, making it easier to understand how to apply the brand. Individuals and teams from around the world can share best practices and search for the latest and greatest by region, application, or topic in an inspiration gallery that garners over 7,000 annual views.

Brand Space also houses a new brand awards and recognition program, content hubs that can be stood up in days to support new initiatives, and a brand training hub with videos catered to every audience, from brand basics to expert modules. A robust content management functionality allows Deloitte site administrative staff to update all elements of the site, track usage, and calculate return on investment.

Results: Brand Space is the epitome of strategic brand management applied to technology. In the first six months after Brand Space was relaunched, activity on the site was up twenty-five-fold. Over 200,000 Deloitte professionals or extended team members in agencies still come to Brand Space at least once per year. Deloitte's fifth consecutive ranking as the most valuable commercial services brand by Brand Finance is a testament to the brand's strength and leadership.
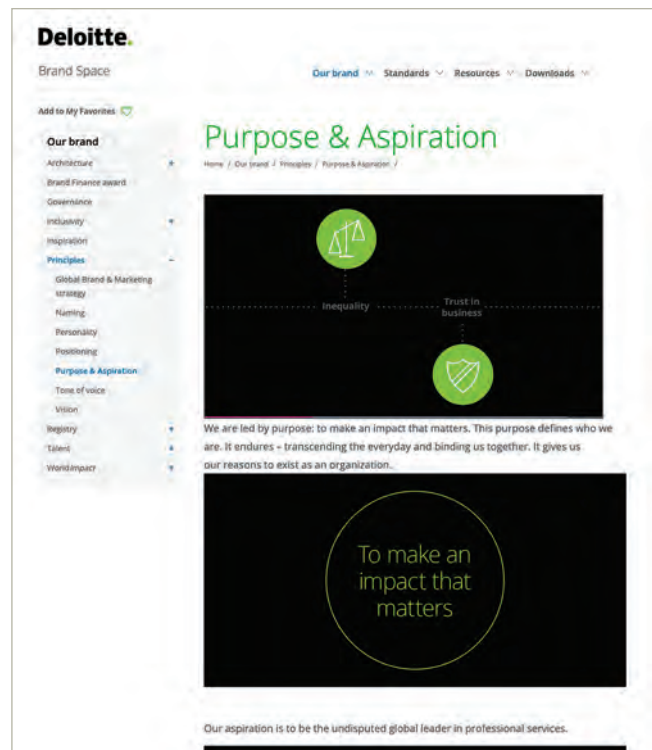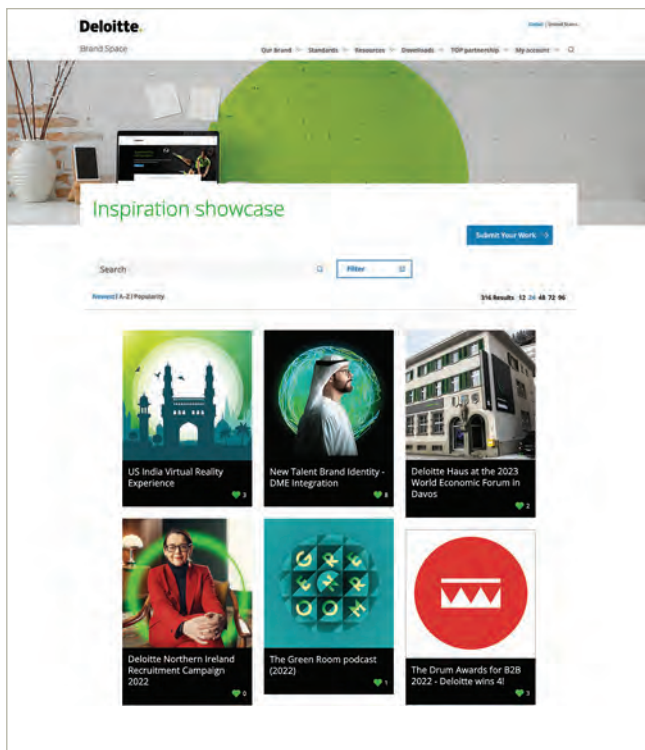
DonorsChoose

We make it easy for anyone to help a teacher in need, moving us closer to a nation where students in every community have the tools and experiences they need for a great education.

In 2000, thinking about all the money he and other teachers were spending on books and other supplies, a Bronx public high school teacher figured people would want to help if they could see where their money was going. He founded DonorsChoose, a website where teachers can post requests for classroom resources. Since then, teachers at most US public schools have requested resources through the platform.

DONORS CHOOSE

Having a stronger, refreshed brand has helped us boost our impact, more clearly communicate our mission and vision, and streamline design work, while creating a vivid and memorable impression for our teachers, donors, partners, and supporters.

Chris Pearsall

VP, Brand + Communications
DonorsChoose

Process and strategy: When DonorsChoose approached Hyperakt, a purpose-driven branding, design, and innovation studio, a lot had changed in the two decades since its founding. The company had grown substantially, proving the value of its concept and giving rise to a crowd of competitors and copycats. Classrooms had also evolved, placing greater emphasis on technology, flexible learning, and integrated curricula. It was time to level up. And it wasn't uncommon for first-timers to ask, "Donors choose...what?" In order to compensate for a challenging name, the brand had been leaning on an ad hoc visual language of outdated symbols like apples and books.

Creative solution: No teacher or classroom should ever feel limited by geography or financial resources. The new brand Hyperakt helped create for DonorsChoose is all about making teachers' dreams come true—empowering them to spark their students' curiosity, awe, and wonder.

The new brand is made of infinite building blocks, showing that when teachers and DonorsChoose join together, students can learn, grow, create, and explore a world with boundless possibilities. That the DonorsChoose platform quite literally helps fill the shelves of classrooms around the country. That anything is possible. Donors can give to who they want. Teachers can ask for what they want. The new brand evokes a sense of classroom abundance and limitless imagination.

Results: Almost immediately after the new brand was launched, the COVID-19 pandemic changed everything. A national campaign the company had been planning had to be scrapped because filming in classrooms became impossible. But with a new, comprehensive library of brand assets, DonorsChoose was able to pivot and produce an animated version. Production costs were lower and the campaign's reach was better than expected, generating over $100 million in free ad placements over eighteen months.

Education is the foundation for the future. And teachers help build that future in their classrooms every day. DonorsChoose connects teachers with a vibrant community of donors and supporters who want to make classroom dreams come true.

DonorsChoose
brand reveal video

DonorsChoose: Hyperakt
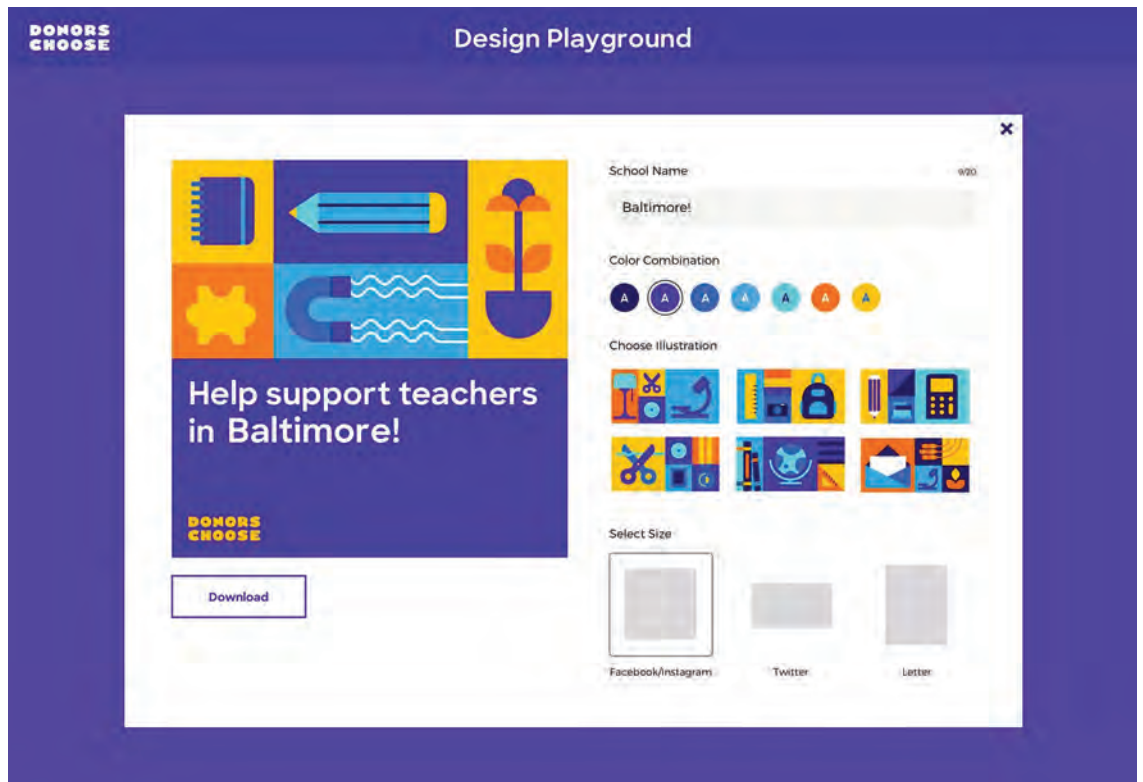
DuPont

We work in new ways to make progress possible— and sustainable. With curiosity, optimism, and courage, we're fueling game-changing innovations, both big and small. Our community of scientists, engineers, visionaries, and partners is working every day to turn ideas into real-world answers that help humanity thrive.

Spanning two centuries, DuPont has fueled some of the world's greatest achievements and transformed the way we live. Their products are household names, from Tyvek and Corian to Kevlar and Styrofoam. And while much has changed in 200 years, the company remains committed to meeting the needs of an ever-changing world through scientific rigor and engineering prowess.

Goals

Signal a new era for DuPont through an evolution of its iconic logo.

Support the new logo with a broader, more dynamic visual language.

Carry the organization forward by developing a new, singular identity across the portfolio.

Engage and empower the organization.

The new logo preserves the legacy shape of the iconic DuPont Oval, which for more than a century has provided a seal of quality, performance, and trust, but it will no longer be constrained by an elliptical border—signaling a collaborative and open flow of ideas and innovation.

Barbara Pandos
Chief Communications Officer
DuPont

Process and strategy: In 2017, Dow and DuPont merged with the intent to integrate their complementary brand portfolios before distilling them into distinct, publicly traded companies. Creating more focused portfolios would enhance each company's competitive advantage, create cost synergies, and enable growth. The two brands were restructured into three new, market-leading companies specializing in Materials Science, Agriculture, and Specialty Products. The Specialty Products company is the new DuPont.

Lippincott was engaged to help define DuPont's next chapter and develop a fresh global brand identity—one that would recognize its heritage while conveying its transformation and focus on customer-led innovation. The new logo and visual system needed to convey DuPont's leadership position and competitive edge in the market while reinforcing the company's new positioning and personality characteristics. It also needed to connect and reinforce the DuPont name across its market-leading stable of brands while accelerating change management among employees.

Creative solution: Lippincott began with a new brand purpose, "To empower the world with the essential innovations to thrive," which builds on the brand's rich history of discovery and progress. This vision informed a set of commitments and design principles that honor the past while pointing to a future fueled by life-enhancing innovations.

The DuPont logo was one of the oldest and most iconic untouched corporate marks in contemporary culture. It had endured wars, economic upheavals, and technological transformations. Because the distinctive oval had remained virtually untouched since 1906, Lippincott approached the challenge with great respect for the equity of the classic mark.

The new mark features a simplified name that unites the two-word "Du Pont." Lippincott recrafted the name with an all-new typographic design that expresses a bold, contemporary attitude. And by opening the oval, the mark now signals a collaborative and open flow of ideas and innovation.

Results: The new design system is bold, open, and vibrant, while remaining easily recognizable as a 200-year-old icon.

Armed with a new brand, DuPont continues to tackle life-changing opportunities—wearable electronics, biosensors, smart homes, autonomous transportation, and personalized nutrition—as a dynamic company signaling its renewed commitment to the communities it serves.

DuPont: Lippincott

Eames Institute

We aim to equip everyone with the lessons of Ray and Charles Eames, so that anyone can use design to solve problems.

The Eames Institute of Infinite Curiosity showcases the design processes and problem-solving approach of Ray and Charles Eames, two of the most influential designers of the twentieth century. Through exhibitions, storytelling, workshops, and other programming, the nonprofit organization demonstrates lessons derived from the Eameses' methodology, equipping future generations with tools for tackling challenges of any scale. The institute also makes a vast collection of objects, prototypes, and personal ephemera from these iconic designers available to the public.

All too often when people are asked to do something related to the Eameses, it becomes a facile exercise in "playful typography," "bright colors," and remixing elements of their greatest hits. What the Manual team were able to do instead was draw from the Eameses' spirit of problem-solving while also keeping a foot firmly facing the future.

Sam Grawe
Chief Brand + Marketing Officer
Eames Institute

Process and strategy: The Eames Institute enlisted Manual, a design and brand consultancy, to create a brand identity for the organization. Faced with the challenge of bringing the Eameses' timeless approach to design to a modern audience, Manual set out to approach the project with the same sense of curiosity and inclusivity that Ray and Charles Eames demonstrated in their approach.

Manual began the project with deep immersion and research at the Eames Ranch in Petaluma, California. They delved into the Eames Collection and personal archive of Llisa Demetrios, granddaughter of Ray and Charles and chief curator at the Eames Institute. From a project kickoff hosted as a picnic to multiple research and work session trips to the Eames Ranch—a multifaceted, hands-on approach provided opportunities to engage in rich dialogue and iteration.

Creative solution: Halfway through the project, a pivotal decision—to expand the organization's name from *Eames Institute* to *Eames Institute of Infinite Curiosity*—unlocked the final creative solution.

The resulting brand identity is centered around "the curious e," a symbol that embodies infinite curiosity in its dynamic configurations. The monogram has the ability to shift its gaze in order to observe its context, emphasize content, and carry on the Eameses' legacy of spirited discovery.

The supporting typographic family was inspired by the various "clues" found in the archive of Eames graphic ephemera, while a vibrant color palette, drawn directly from the many products and graphic materials designed by the Eameses, brings a sense of optimism and joy to communications.

A flexible visual system brings life to the organization and its editorial programming. The final system has the flexibility to work across functional settings—such as the digital experience—to more experiential and tactile contexts, providing a sense of discovery, wonder, and play.

Results: Since launching in April 2022, the Eames Institute has put the new brand identity to work and is still finding new, creative ways to employ the many facets of the system, including extending it to a website and online magazine.

Demetrios sees the institute as an opportunity to share Ray and Charles's "incredible process and wide-angled vision of design" with more people. She describes it as "the dream of a lifetime."
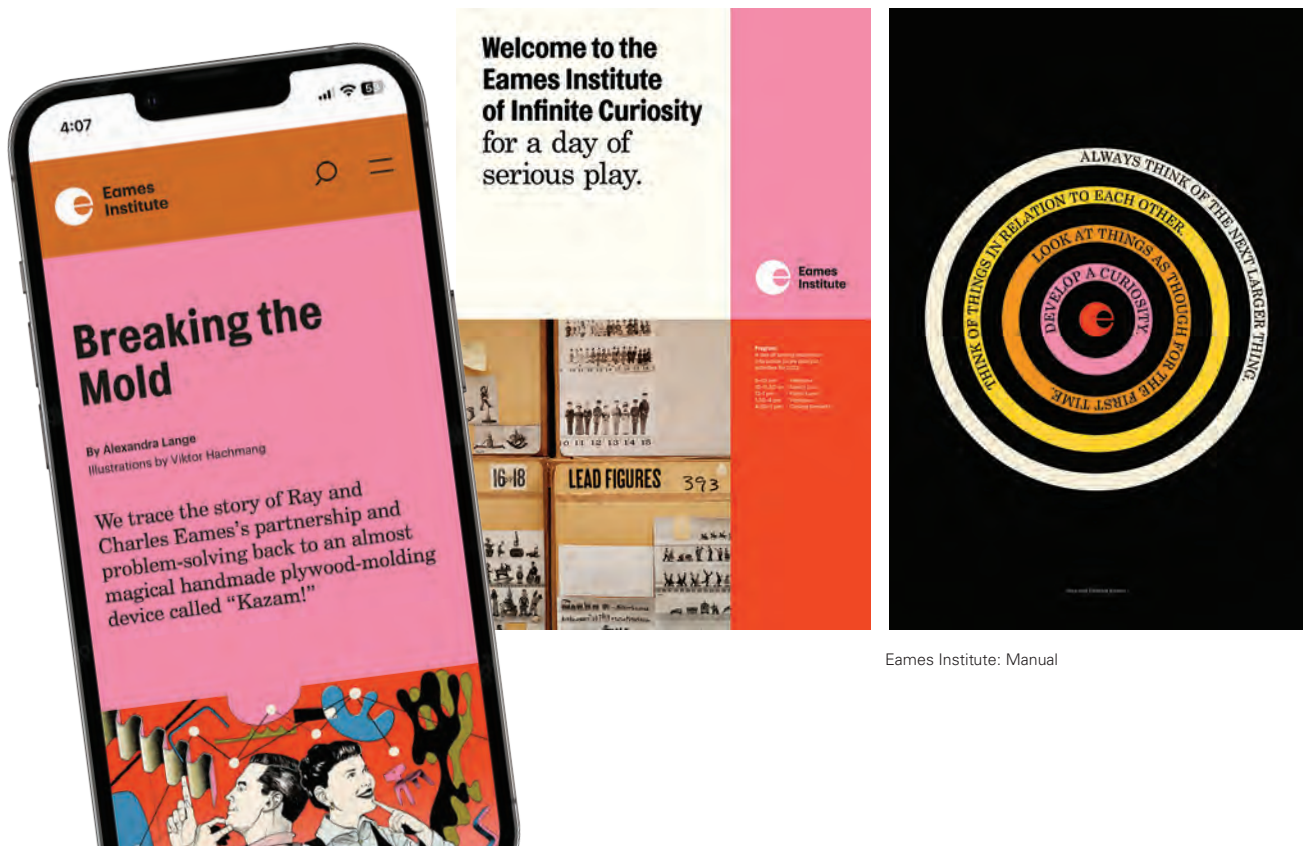
Eames Institute: Manual

Eat Curious

Eat Curious is on a mission to help everyone discover new ways to eat healthy and delicious plant-based food—without taxing the planet.

Eat Curious is a plant-based food company in Northampton, England, offering a range of meat alternatives created around their pea protein mix. They put curiosity at the heart of everything they do. So much so, they've built their own vertical farm—a plant playground built to research how to add even more flavor, nutrition, and sustainability to the way we all eat.

Goals

Create a B2B brand that could roll out to consumers in the future.

Position plant-based food as something for everyone, not just vegans.

Stand out in a rapidly growing market.

Dispel the myth that plant-based food means a compromise on taste.

Our new brand reflects who we are and what we stand for. The Fiasco team was excellent to work with—their creativity, attention to detail, and commitment to excellence has made all the difference. We are excited about the future and confident that our brand will continue to thrive under their guidance.

Preyesh Patel
Cofounder
Eat Curious

Process and strategy: As a new player in a crowded and growing market, the challenge for Eat Curious was to create a brand that would stand out in supermarket aisles and confront the preconception that plant-based food means compromising on taste.

Driven by the insight that many consumers seek out meat alternatives out of curiosity, brand and digital studio Fiasco developed the brand idea "flavor favors the curious." Unlike some of their competitors, Eat Curious isn't crusading against the meat industry. Whether you're veggie, vegan, or flexi, the company believes it's time to feed your meat-free imagination.

Creative solution: To convey the brand idea, Fiasco developed a visual language that's full of flavor. For the brand font, Fiasco selected Obviously, an unapologetically bold typeface from OH no Type Co. with luscious curves and details that are good enough to eat. The typeface is complemented by a color palette that packs a punch, inspired by the different flavor profiles of the company's products.

Mouth-watering photography makes the product the hero, showcasing plant-based foods as a delicious choice in their own right. Celebrating look and taste, playful repeating patterns add visual intrigue and echo the food's "unreal" texture.

Fiasco worked with Madrid-based illustrator Miguel Angel Camprubi to push the brand narrative further. A vibrant suite of illustrations reinforce the feel-good nature of the brand and help express the overarching theme of curiosity.

To bring the brand to life online, the agency designed and built a digital home for Eat Curious that's vibrant, bold, and playful. On the website, curious and unexpected interactions drive the brand narrative, while a set of motion principles add extra flexibility to typography and illustrative elements.

Results: In addition to making it easier for consumers to understand the brand's unique proposition, the new brand has increased interest at trade shows and events, improved engagement on social media, and boosted brand awareness. Internally, employees have a clearer understanding of the company's vision and a renewed sense of pride and engagement. With a more flexible identity, Eat Curious is well-equipped for a planned retail rollout.

Energy, open-mindedness, and optimism—the Eat Curious team have these qualities in spades, which directly translated into the way we worked together, and to the work itself. We designed the brand as the business was taking shape, giving us an opportunity to use our creativity at every step. A dream project.

Chris Tozer
Associate Creative Director
Fiasco Design

Eat Curious: Fiasco Design

82nd Street Partnership

Our mission is to improve quality of life and support business growth by creating a cleaner, more welcoming, and sustainable neighborhood for everyone.

Founded in 1990 and based in Jackson Heights, Queens, in New York, the 82nd Street Partnership is an award-winning neighborhood development organization governed by a board of directors composed of property owners, commercial tenants, government officials, and community leaders. A not-for-profit entity, the partnership is responsible for managing and promoting the local business improvement district, which covers four blocks and includes forty-four properties, a triangle plaza, and nearly 200 businesses.

Goals

Create a brand identity as vibrant as the community it represents.

Reflect and celebrate the diversity of the neighborhood.

Create a system that is approachable to a bilingual audience.

Position the organization for more funding and local support.

We are delighted and grateful to have worked with MA'AM to create a brand identity reflecting our work and the community we serve. Our new brand identity is vibrant and fun, just like our district. We also love how it allows us to show support and highlight the cultural diversity of Jackson Heights and Elmhurst.

Leslie A. Ramos
Executive Director
82nd Street Partnership

Process and strategy: Beginning in spring 2022, 82nd Street Partnership set out to rebuild 82nd Street into a thriving, family-friendly business district. While local community organizations rarely have dedicated design partners, New York-based creative studio MA'AM was brought in to provide a comprehensive brand identity to reflect the community's passion, advocacy, and pride. Goals for the new identity included bolstering the organization's mission and better positioning them for grants, funding, and improvement goals.

A diverse commercial district including nearly 200 businesses across food, fashion, entertainment, and professional services, 82nd Street is one of New York's most lively and authentic market streets. With residents speaking over 160 languages, Jackson Heights and Elmhurst are rich in culture. The vibrancy of the community and the street itself inspired MA'AM's design concept for the new visual identity.

Creative solution: The new logo is flexible and dynamic, built around a yellow street line that can change to feature photography, text, country flags, and pride organizations represented in the neighborhood. The primary color palette—black, white, and yellow—is inspired by the street, with an extended color palette that honors countries represented in the community, from red for Peru to a dark green from the flag of Bangladesh.

Selected for its approachability and legibility in bilingual layouts, Mundial, created by Uruguayan type foundry TipoType, is the organization's primary typeface. MA'AM also designed iconography to complement various events and local initiatives, further developing the visual language and allowing for more memorable presentations of content. The brand's photography style is bright and people-centric, reflecting the real community of 82nd Street. The entire visual identity is based on a grid system built on the street line—modular blocks of content mixed with color, type, imagery, and icons.

Results: 82nd Street Partnership's work in Jackson Heights and Elmhurst was awarded the International Downtown Association 2022 Award of Excellence. In 2022, the organization hosted sixty-eight events at the neighborhood's local park, increasing foot traffic for local businesses and restaurants. They also helped over twenty businesses participate in the city's Open Restaurants program and created three Street Seats for the general public. Architecture and design firm SO-IL was able to transform forty feet of parking space adjacent to the bakery into sheltered public seating. The new visual identity, with its bold typography and expressive color palette, signals pride and optimism for what's next and elevates the organization's presence in the community.

Working with Leslie from 82nd Street and the teams at Van Alen Institute and Urban Design Forum was both rewarding and inspiring. We design because we want to make a lasting impact on the world, and we believe our local communities deserve the same design resources as larger corporations. We were honored to collaborate and celebrate the vibrancy of 82nd Street through this new identity. It was nourishing for our entire team.

Kristina C. Unker
Founder
MA'AM

82nd Street Partnership: MA'AM

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Filthy

We make beautiful mixers and garnishes for people who care about cocktails and the guest experience. We believe the secret to pleasurable experiences lies in the culmination of the little details coming together. At Filthy, we are obsessed with making the drinks you love, better.

Filthy is a category pioneer creating premium products specifically designed for cocktails. The company was founded by two brothers who, disappointed by low-quality garnishes in premium drinks, spent two years exploring hundreds of varieties of olives and cherries to find the perfect garnish. At its core, Filthy is about pleasure—a brand built around the belief that intention and thoughtfulness are what fuel life's truly pleasurable experiences.

Goals

Present products as premium and handcrafted.

Make the brand difficult to ignore.

Work equally well in cocktail bars, grocery stores, and home bars.

Design across multiple packaging types, shapes, and materials.

Create the world's most desired and recognizable cocktail details brand.

Life is not about dipping your toe in . . . it's about getting Filthy in everything you do, because that's where the joy is.

Daniel Singer
Founder + CEO
Filthy

The cocktail renaissance saw bartenders move toward higher quality, fresher ingredients in an effort to make better drinks. At the time, mixers and garnishes were very poor quality, and I saw the opportunity to give the guest something better. I believed that with enough love and resilience, I could revolutionize the category.

Daniel Singer
Founder + CEO
Filthy

Process and strategy: As Filthy's business was hitting its next stage of growth, the company needed a brand that better represented their elevated, premium, and handcrafted products. Mother Design, an independent branding and design studio, was hired to define and refine key elements of the Filthy strategy: what role the brand plays in people's lives, what the company values, and how it behaves. Mother Design defined Filthy's role as a "Pleasure Accomplice," helping the world commit acts of pleasure by ensuring that cocktails always have the garnish they deserve. This idea was then brought to life through a set of brand values that would drive behavior: "All or Nothing," "Perfectly Imperfect," "Purposefully Rebellious," and "Everyday Sophistication." The ultimate goal for the work was to create a bold, rebellious brand that is difficult to ignore.

Creative solution: Based on the brand's "Perfectly Imperfect" value, Mother Design developed a visual world that retains Filthy's rebellious spirit while refining its typographic, illustrative, and photographic elements. The wordmark is inspired by the irreverence and spontaneity of the attitude behind the Filthy brand. It is disruptive, energetic, and human. The angularity of the

letterforms is a stark contrast to the fluidity typically expected of script. The mark finds balance within its contrast and contradiction.

The color palette allows the product and packaging to feel equally at home in a range of settings—from cocktail bars to grocery store shelves and home bars—and is flexible enough to scale as the Filthy product offering grows. New illustrations and motion design bring to life the products' attributes in a complementary style, while the photography subtly depicts evidence of nights (and the odd morning) well spent. The sum of the creative parts evokes an everyday sophistication and joyful energy that are rooted in the brand's DNA.

Results: With an initial focus on bars and restaurants, Filthy's higher quality had been the main driver of adoption. At that time, product packaging was seen as little more than a delivery system, but as the company grew to become a more consumer-facing brand, it needed to evolve its look and feel with a complete visual identity refresh. Since launching the rebrand, Filthy has seen significant growth across all sales channels. Filthy mixers and garnishes are now available in all fifty US states. The company's retail business has grown over 400 percent.
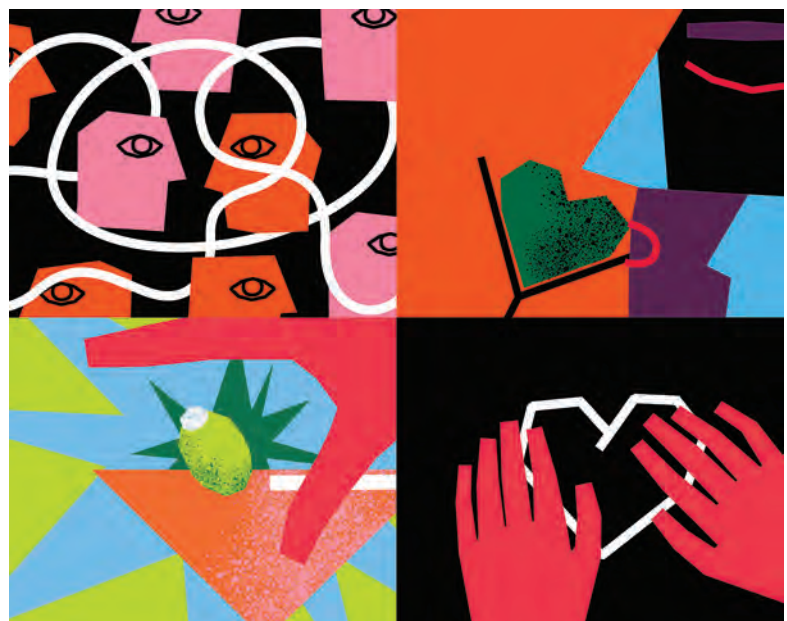
Filthy: Mother

Folx

Folx is for everybody and every body. We're specialized experts in LGBTQIA+ care. Healthcare is about our lives, not just a diagnosis. Show up as your full self and we'll do the rest.

Folx is a healthcare platform designed for queer and trans folks. The first-ever holistic, queer healthcare platform, Folx removes barriers and stigmas from the queer and trans medical experience. The platform provides access to health services such as hormone replacement therapy, PrEP, STI testing, erectile dysfunction treatment, skincare, hair loss, and expert one-on-one telehealth visits.

I wanted to create something that wasn't just about healthcare, but a brand that was sexy and embodied what it feels like to live and love freely.

AG Breitenstein (she/they)
Founder
Folx

SPERM

ASSTERISK

EGG

QUESTION MARK

SYRINGE

ELLIPSIS   DILDO MARK   69 QUOTES   PEE CUP

Because we assembled an all-queer team that had a personal understanding of the Folx audience and what they're looking for, we were able to be bold and brave with the branding in a way that maybe others wouldn't have.

Emily Heyward (she/her)
Cofounder and Chief Brand Officer
Red Antler

Process and strategy: When queer and trans folks seek healthcare, they're often forced to talk about sex lives their doctors, nurses, and other healthcare professionals don't understand. From appointments to insurance, every turn is met with new misconceptions and continued stigmatization. Folx was created to remove those barriers and stigmas from the queer and trans medical experience and serve the LGBTQIA+ community by providing a seamless experience to access hormone replacement therapy, sexual healthcare, and expert one-on-one telehealth visits.

To help build the Folx brand, Red Antler assembled an all-queer team. They worked with founder AG Breitenstein to create a brand that positions Folx as a healthcare leader and a groundbreaking resource that lets the queer and trans community be themselves. The strategic intent behind the brand identity was to not only destigmatize the narrative around healthcare in the queer and trans community, but also strengthen and celebrate its intricacies.

Creative solution: The Red Antler team created a queer and trans-centric brand system that uses bold, uncompromising language, gets playful with symbol compositions, and breaks convention across the spectrum to celebrate queer and trans lives. The wordmark is bold and chunky, indicating pride, while the distinctive X—internally nick-named the "ampersex"—was designed to represent togetherness and never-ending variety in the queer community. The bright, energetic,

and bold color palette—purple, beige, black, yellow, and cyan—was inspired by flags and colors used to represent the queer community. A library of custom graphic illustrations and reconfigured punctuation—quotation marks look like 69s and exclamation points look like butt plugs—bring a sense of playfulness and acknowledgment.

The brand's website focuses on content and ease of use with a modular card style. The homepage features a carousel of portraits of queer and trans individuals, while product photography is simple and straightforward. Technical information is shared in digestible lists and a single typeface is used throughout the site for clarity and accessibility.

Results: At launch, Folx was available in eleven US states. With the benefit of $25 million in Series A funding, the company has expanded to over forty states and their product suite now includes virtual healthcare, mental and behavioral health, and access to a content and community platform that ensures Folx can serve the full spectrum of community needs. In August 2022, Folx announced virtual primary care for anyone at risk or infected by the monkeypox virus. In the words of Liana Douillet Guzmán, CEO of Folx, "Health scares like this are one of the many reasons Folx exists—as a safe space for queer and trans folks to receive education, counseling, evaluation, and referrals."

Our main goal—and challenge—was to represent an ever-changing, outspoken, and diverse community. We wanted to create a brand that captures and celebrates this fluidity.

Bex Zank (they/him)
Senior Designer
Red Antler

Folx: Red Antler

Fremtind

Through what we do every day, we motivate people to make good choices, take care of their health, and avoid injuries while also taking responsibility for society and the people around them.

Fremtind is an insurance company born out of a joint venture between two of Norway's largest banks: SpareBank 1 and DNB. Upon launching, the company quickly became one of Norway's largest insurance providers to both individuals and businesses. Fremtind also hopes to become a recognized leader in sustainability and has introduced "circular insurance"—part of its effort to prevent climate change.
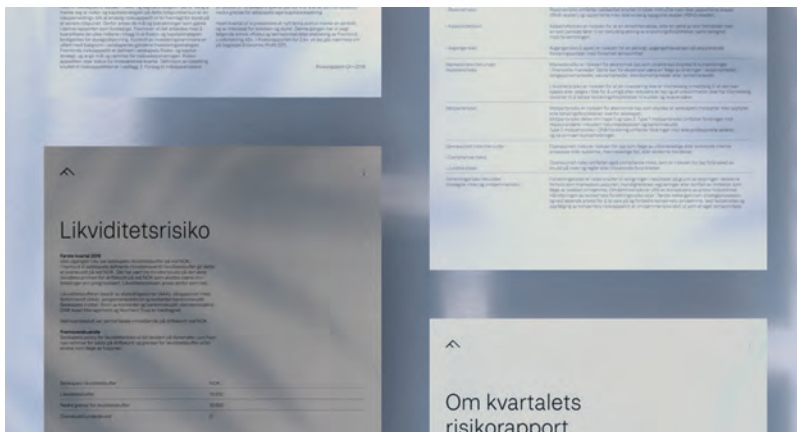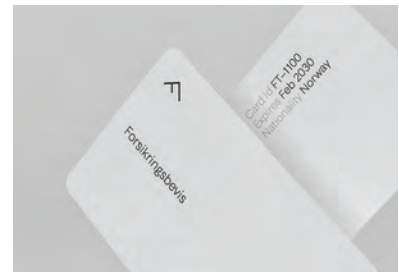
Process and strategy: With a focus on digital innovation and sustainability, Fremtind is positioning itself as the insurance provider of the future. The newly formed company wanted to stand out in an industry that is often perceived as unapproachable and complex. They asked Oslo-based Scandinavian Design Group to develop a visual identity that felt modern, friendly, safe, and helpful. The new identity also had to distinguish Fremtind from its parent companies but work well next to either brand—customers purchase Fremtind's insurance through either SpareBank 1 or DNB.

Creative solution: Fremtind's identity system is based on the principle of clarity. The logo symbol, created by rotating the first letter of the name 45 degrees, represents multiple mountain peaks, drawing from part of the name, *tind,* which means "pinnacle." From the logo symbol, Scandinavian Design Group created other aspects of the identity system, including a dynamic illustration style and a library of over sixty icons.

A custom typeface, Fremtind Grotesk, is a center-piece of the identity system. This clear, neutral font is flexible enough to work equally well with the identities of DNB and SpareBank 1. The brand's colors are inspired by pristine Norwegian mountains and provide high contrast for increased accessibility. The full system also includes over 100 original photographs expressing warmth and safety, as well as a sonic identity set in the key of F major.

Results: Fremtind consolidated nearly one million insurance policies from its parent companies, making it one of Norway's largest insurance providers. The company is also among the most popular places to work in Norway, with a brand that makes current employees proud and helps attract new talent. The visual identity has gained international recognition for creative excellence in design.

A unique illustration style uses variably sized diamonds—drawn from the logo symbol—to create complex, black-and-white animations.
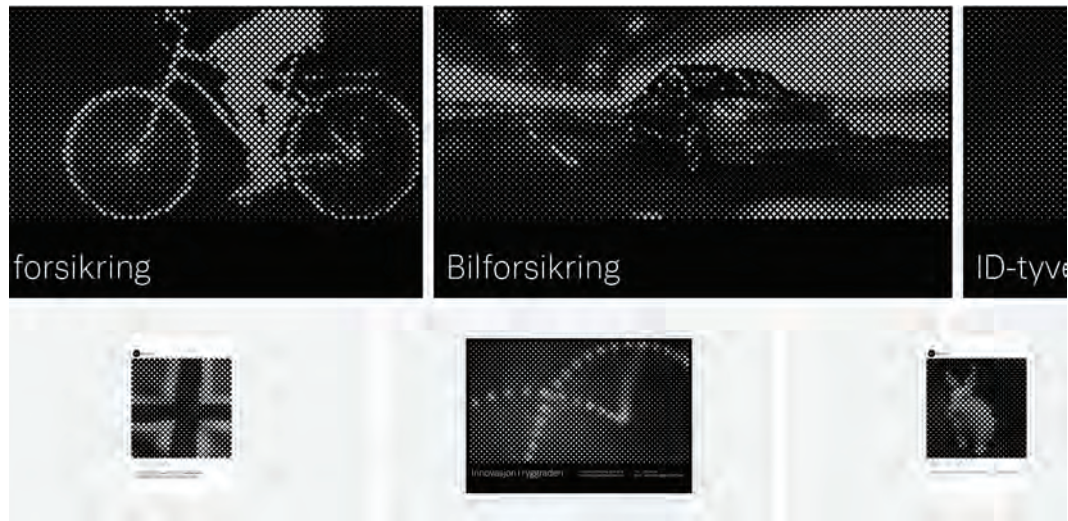
Fremtind Grotesk is inspired by a long pedigree of modern neogrotesks and includes display, text, and mono faces.
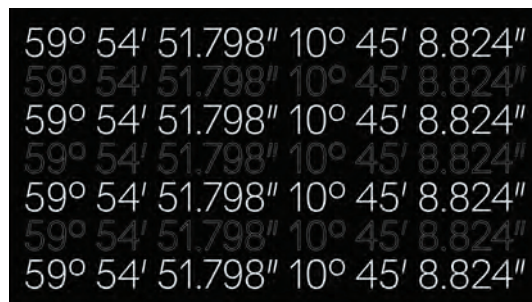
Fremtind: Scandinavian Design Group

Gentari

At Gentari, we aim to solve the world's most pressing sustainable energy needs, to change how we live today and help to secure our future.

In 2022, PETRONAS, a Kuala Lumpur–based global energy group with presence in over 100 countries, established Gentari, a new, standalone company. PETRONAS, a Fortune Global 500 corporation, works across upstream oil and gas and downstream liquid natural gas (LNG), petrochemicals, lubricants, retail, and renewables. Gentari focuses purely on clean energy—renewables, hydrogen, and green mobility.

Goals

Signal that PETRONAS is serious about clean energy.

Establish a disruptive, pure play clean energy brand.

Engage key stakeholders and ensure buy-in from all sides.

Address the urgency to act and get the story out.

Creating a new company from the ground up has to be one of the greatest challenges one could face. Having a strong brand purpose and clear narrative at the core of the business has helped us to create organizational momentum and gain traction quickly in the clean energy space.

Shareen Sikayun Hiu
Chief Strategic Communications Officer Gentari
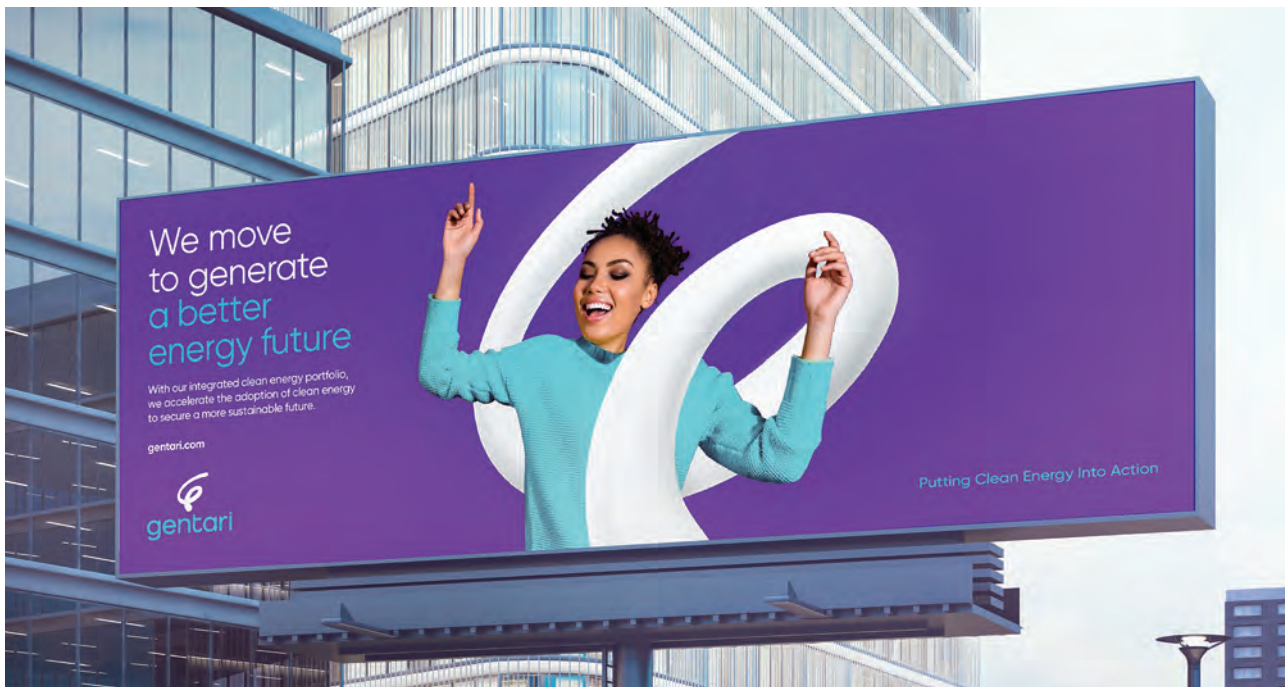
Process and strategy: Oil and gas companies are under increasing pressure from many stakeholders, including institutional investors, to pivot and address the inevitability of climate change. PETRONAS thus recognized a compelling and urgent need to establish a standalone clean energy business—one that would be seen as more than just another business division.

Dragon Rouge, a global creative agency that had previously worked with PETRONAS to establish a new brand purpose and narrative anchored to progress and sustainability, was appointed to create the new brand from scratch. After an analysis of the sector and a series of stakeholder consultations, the agency defined a differentiated brand strategy built around a clear purpose: to solve the world's most pressing sustainable energy needs, to change how we live today and help to secure our future. The brand idea, "Movement for a better energy future," captures the brand's spirit of collective will and urgency.

Dragon Rouge recommended that the new brand have no overt connection to PETRONAS (i.e., no visual or verbal endorsement) to give it the freedom, focus, and pace to establish itself.

Creative solution: With a brand narrative in place, the agency's next task was to create a unique brand name. After an exhaustive naming process, the team selected *Gentari*, a combination of two words: "generation" and *lestari*, meaning

"sustainability" in Malay. This combination resulted in a name with a strong story and emotional resonance.

Dragon Rouge then created a brand identity that breaks the codes of the clean energy category. The brand idea was expressed through a unique brand icon that is at once a gesture of energetic movement and an abstracted form of the letter G. The brand's primary color, purple, was chosen to express the humanness of Gentari and to stand out in what is a predominantly green, yellow, and blue category.

Rendered in an array of materials and animated through motion design, the Gentari icon's role goes beyond that of a traditional corporate logo; more like a human gesture of change and optimism, it captures the spirit of the brand and the people behind the clean energy revolution.

Results: Since its official launch in September 2022, Gentari has made significant progress with a series of initiatives and collaborations across its core portfolio. In 2022, it achieved 1.6 gigawatts of global renewable energy capacity of installed capacity in Malaysia, India, the United Arab Emirates, and Australia. The company entered into new partnerships to support the growth of the clean hydrogen industry and strengthened its green mobility footprint in Malaysia, India, and throughout the region.

From a business concept to a brand that is making waves, all in under a year; it has been quite the ride! Having a clear and appealing brand story, combined with a fresh and distinctive identity, has made all the difference. Our job now is to maintain our unique brand character and tone of voice as we rapidly grow our business.

Abdul Azim Abdul Wahab
Head of Brand
Gentari

Having worked with PETRONAS for several years on their brand strategy and identity, I was impressed with the speed and focus that were given to the creation and launch of Gentari, right from the top. In record time, we went from an initial phone call to launch, and we managed to take a variety of key stakeholders—internal and external—with us on the journey. It felt good to be involved in such an important initiative, knowing that there was real commitment behind the business.

Zayn Khan
Global Chief Strategy Officer
Dragon Rouge

Gentari: Dragon Rouge

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GSK

We make innovative vaccines and specialty medicines to prevent and treat disease. Our research and development focuses on the science of the immune system, human genetics, and advanced technologies.

Today, GSK is a different company from the GlaxoSmithKline that launched in 2000. Following the 2022 spin-off of its consumer healthcare business, including familiar brands like Sensodyne and Advil, GSK will focus purely on biopharmaceuticals. The organization's new purpose is to unite science, technology, and talent to get ahead of disease together.

The team at Wolff Olins worked with us from the development of our purpose and brand strategy through to our brand launch and beyond. Their superpower is a combination of their ability to understand GSK's strategy, how to use brand to deliver this strategy, and how to engage and further inspire our audiences through their creativity.
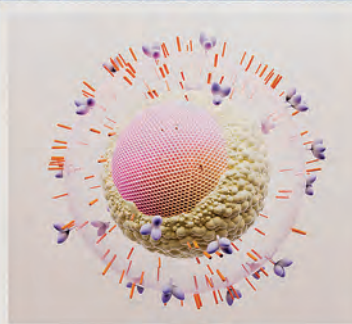
Georgina Wiltshire
Brand Implementation Lead
GSK

※ **Infectious diseases**
We're collaborating with our partners on the development of new, more effective vaccines
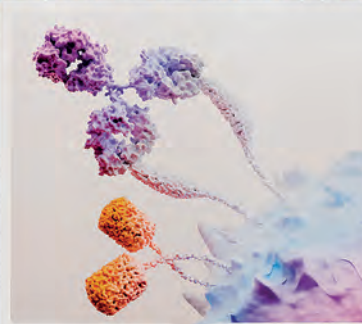
◎ **HIV**
We're dedicated to widening access to ensure those who need our medicines can receive them

Υ **Oncology**
We're deepening our understanding of the immune system to get ahead of cancer

Process and strategy: The split of GlaxoSmithKline into two separate, publicly traded entities—GSK, focused on pharmaceuticals and research and development, and Haleon, focused on consumer healthcare—represents the biggest corporate change at the company in twenty years. To signal this shift, GSK needed a fully redesigned brand identity—one that would express its purpose, strategy, voice, and culture. The new identity would reflect a GSK focused on driving innovation in the field of biopharma, with new ambitions for patients, shareholders, and GSK staff.

Creative solution: Wolff Olins, a London-based global brand consultancy, designed a dynamic, flexible, and future-ready brand identity for GSK. The updated identity reflects GSK's new purpose: to unite science, technology, and talent to get ahead of disease together.

Inspired by the striking imagery found in biosciences, genomic sequencing, and data analysis, the identity features numerous curved forms that evoke the highly adaptable nature of the human immune system. Details within the logo suggest points of precision or twists of a DNA strand.

Housed in a redesigned shape, the "signal," the dynamic new GSK logo always points the way ahead. Custom motion assets and a bespoke typeface help round out the brand identity. The identity system flexes, adapts, and moves to engage audiences across the many digital, social, and physical environments brands must embrace to thrive in modern times.

Results: The new branding has been embraced across GSK's diverse, worldwide network—tens of thousands of employees, suppliers, and partners. The rebrand has also successfully signaled the dramatic shift in GSK's business, earning detailed coverage in over 30 publications ranging from pharma blogs to marketing and design sites. While retaining the brand's recognizable orange, the new identity has been described as more "tech-flavored," reflecting the company's focus on research and innovation.

GSK wanted to make a real statement—to their people and partners as much as to investors and the media. It was time to bring to life GSK's purpose and strategy and accelerate their culture. What excited me most was elevating GSK's brand identity beyond the usual pharma brands and making a category-defining shift—toward something that would appeal to world-class talent at the cutting edge of science and technology.

David Stevens
Executive Strategy Director
Wolff Olins

GSK: Wolff Olins

Helen of Troy

Helen of Troy is a leading global consumer products company offering creative products and solutions for our customers through a diversified portfolio of well-recognized and widely trusted brands. With over fifty-five years of experience, we are just getting started. We elevate lives. We soar together.

Helen of Troy Limited is an American, publicly traded designer, developer, and worldwide marketer of consumer brand-name housewares, health and home, and beauty products under owned and licensed brands including OXO, Hydro Flask, Osprey, Vicks, Braun, Honeywell, PUR, Revlon, and Bed Head. Born as a family business in Texas in 1968, Helen of Troy is now a multinational, multibillion-dollar organization with over 2,000 employees.

The new logo has a frame, and that frame is designed to harness the full power of a $1.5 billion global enterprise.

Julien Mininberg
CEO
Helen of Troy

Taking the time to ensure leadership alignment and intentionally engaging employees in a consistent manner promoted quick adoption and effective rollout of the new brand.

Darren Horwitz
Founder
TenTen Group

Monument sign + exterior wayfinding signs

Process and strategy: From Vicks to Braun, Honeywell to OXO, Helen of Troy brands are in households around the world. Led by new CEO Julien Mininberg, the organization wanted to move away from its traditional stance as a passive holding company into a more active position as an integrated operating company—one with more shared services, more alliances, and new cross-partnerships. The company also hoped this shift would facilitate more fresh thinking flowing back and forth between employees at the product brand level. But making it happen meant bringing new meaning to the Helen of Troy brand—and then empowering employees to own the parent brand's story.

Over a period of twenty-four months, brand implementation firm TenTen helped plan, build, and manage a complete brand transformation, including logo design, strategy, collateral, toolkits, and everything in between. Working closely with the new CEO and senior leaders, TenTen began by defining and distilling what the Helen of Troy brand stood for. The resulting brand essence, "elevating lives, soaring together," served as the foundation for all subsequent workstreams.

Creative solution: The company's new logo, with its modernized name style and framing device, allows the Helen of Troy corporate brand to celebrate and support its leading consumer brands. With this approach, the corporate brand borrows equity from the consumer brands but never gets in the way of their day-to-day operations. The flexibility of the system is simple and accommodating, providing the tools necessary for both novice and power users to put the brand into action.

In addition to the new logo, the brand strategy informed portfolio rationalization, verbal identity, and brand launch planning. TenTen developed Helen of Troy's training curriculum and programs for employees and agencies. Finally, they developed and deployed brand guidelines and toolkits to ensure successful brand adoption.

Results: The new brand launched in July 2018, with a CEO presentation and a series of planned and coordinated global town hall events, right-sized for every location. TenTen's broad activation plan accounted for all aspects of budget, timing, and geographic diversity. The events were met with standing ovations by employees, who said they were not only proud of the work, but felt that—for the first time—they were part of something bigger than their own product brands. Within twenty-one months of the brand launch, Helen of Troy's share price rose by 85 percent.
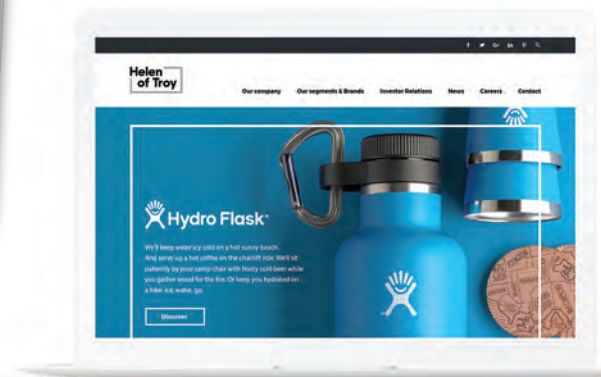
High Street Market & Deli

Visit High Street Market & Deli to taste the homemade, the hard work, and the happiness we incorporate into everything we make. We hope each sandwich creates a new memory that stays with you long after leaving.

Built in San Luis Obispo, California, in 1927, High Street Market & Deli carried everything from milk and butter to chewing tobacco and fishing gear. Back then, the area was known as the railroad district and housed many of the railroad workers and their families. High Street Market & Deli served many people as a corner store throughout most of the past century, but in recent years, it's become the city's original sandwich joint.

I love feeding people. For me, everything revolves around food.

Randy "Doobie" Coates
Owner
High Street Market & Deli

Process and strategy: For almost 100 years, High Street Market & Deli has been serving customers in San Luis Obispo, California. Today, it's known as the town's original sandwich shop. Although meaningful to some, the deli's long-standing logo lacked originality and had been copied by another neighborhood restaurant. Randy "Doobie" Coates, the owner of High Street, engaged Lincoln Design Co. to redesign the visual identity. After conversations with Doobie, Lincoln Design dove headfirst into the deli's history and the competitive landscape. Lincoln Design wanted to create something that built on the deli's history and the heritage of the building while also providing a new experience for customers. The task was to create a language that was bold, fun, authentic, and could stand the test of time.

Creative solution: Lincoln Design first explored new wordmark ideas. Looking to harness historical elements and tell the brand story with authenticity, they crafted a custom, hand-lettered logotype that evokes memories and feelings tied to the past. After the wordmark, they developed a full graphic system and used it imaginatively to fit a variety of needs, including menus, signage, packaging, uniforms, apparel, beer cans, stickers, and more. The High Street Market & Deli team now has a cohesive image and story throughout all their brand touchpoints, creating a fun and meaningful experience for their customers. Lincoln Design ultimately handed off a system of graphics that will allow for growth moving forward.

Results: High Street Market & Deli continues to grow and tell its unique story while giving customers what they want: as Coates puts it, "kickass sandos made from scratch." The new brand identity system reignited a sense of excitement for customers and employees and sets the brand apart from local competition. Now everything at the deli—from the menus to T-shirts and branded stickers—is treated with the same love and attention to craft that goes into their sandwiches.

High Street Market & Deli: Lincoln Design Co.

Hootsuite

We believe in the power of social to uplift people and ignite brands and business.

Hootsuite is a social media management provider with millions of users around the globe. As the world's first social media management platform, Hootsuite has been on the pulse and at the forefront of how people use social media for over a decade.

Goals

Reassert category leadership.

Expand frame of reference to include new capabilities.

Mitigate inherent negativity and challenges of social media.

Define a new purpose that resonates with customers and employees.

Break free from a sea of sameness.

As marketers—and as a society—we have a unique opportunity to create experiences and narratives that can make the world better and more inclusive. Based on the overwhelming feedback we received from countless colleagues, clients, and the social and marketing communities, I think we did just that.

Maggie Lower
Former CMO
Hootsuite

Owly Hooterson
Chief Connections Officer
They/Them/Theirs

Process and strategy: Since Hootsuite was founded in 2008, the industry it pioneered has become crowded, noisy, and diluted. As social media matured and became an environment of instant feedback, hot takes, and influencer culture, conversations began to emerge around mental health challenges inherent to the space.

Catalyzed by organic growth and acquisitions of companies like Heyday and SparkCentral, Hootsuite needed to reassert its category leadership while expanding its frame of reference to include growing capabilities around social marketing, commerce, and customer care. The company also sought ways to demonstrate an intent to mitigate the negativity and challenges of social media—using its leadership position to show a better way forward.

Partnering with Prophet, a growth and transformation consultancy, Hootsuite set out to create a refreshed brand strategy and identity. Inspired by Hootsuite's expanding capabilities and its values-driven, positive organizational culture, Prophet saw an opportunity to elevate the entire category, dismantling the tradeoff between social for profit and social for positivity.

Creative solution: Prophet started with a robust discovery phase to understand what made Hootsuite's products and people unique. The consulting firm then crystallized Hootsuite's strategy by articulating a new purpose: "We believe in the power of social to uplift people and ignite brands

and business." Based on this purpose, Prophet refreshed the way the brand looks and speaks.

Hootsuite's longtime icon, Owly, played a critical role in the evolution of the brand. Prophet strategists worked with the Hootsuite team to appoint Owly as Hootsuite's new chief connection officer, the anthropomorphism of the brand's tone and tenor. Visually, Prophet gave Owly an upgrade, adding a full body so that Owly could emote, react, and empathize. Owly's playful, flat illustration was paired with a funky wordmark and a daring, nature-inspired color palette.

For the verbal identity, Hootsuite stands out in a sea of simple, conversational voices by leaning into the brand's warmth and personality, largely via Owly. Hootsuite's new voice shines with a playful, mischievous edge and a touch of Canadian colloquialism to signal its roots as a Vancouver-based company.

Results: Hootsuite's new brand has led to millions of brand impressions—within sixty days of the relaunch, thirty-six pieces of global earned media coverage resulted in a total reach of over 10 million unique monthly views. In that same time period, the campaign reached 19 million unique users, generated awareness with over 1.7 million prospects, and delivered over 94 million impressions. Hootsuite's employees are embracing the new identity, too, enthusiastically posting on social media as they disrupt the industry all over again.
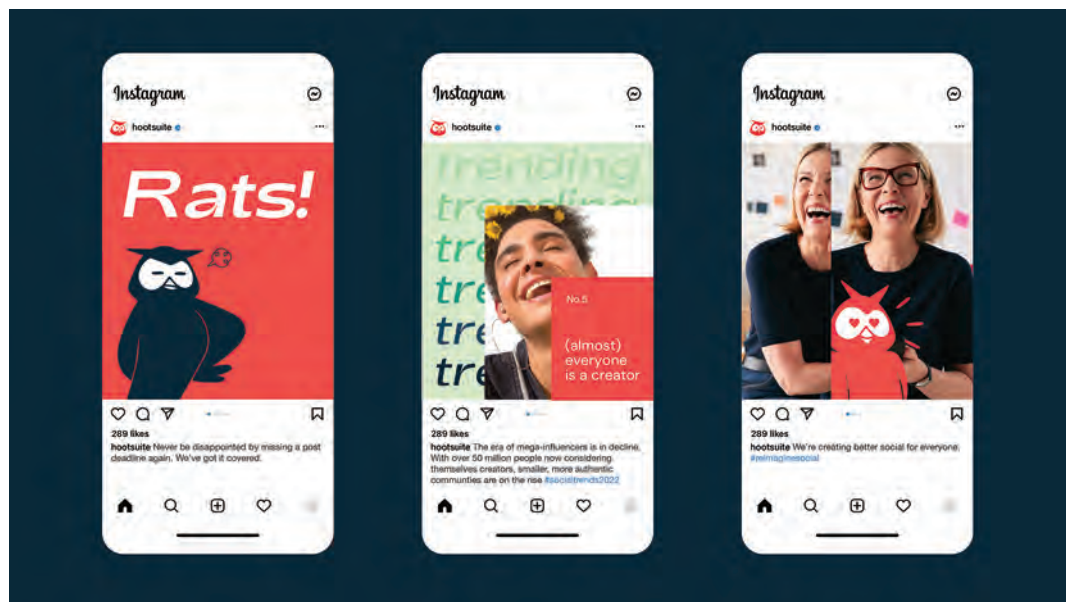
Hootsuite: Prophet

Hopscotch

We believe the flow of money between businesses should mirror the seamless flow of money between individuals. As former small business owners, we know getting paid and making payments are two major pain points. We tried every tool out there, and when they all came up short, we built our own.

Hopscotch is a visionary B2B financial technology (fintech) start-up based in New York that empowers small businesses to pay and get paid in real-time with zero fees. Hopscotch removes the friction and inefficiencies that small business owners face with B2B payments, allowing them to bypass the pain points and keep what they earn.

Goals

Crystalize the brand for internal alignment, clarity, unity, and focus.

Create a B2B brand with B2C magnetism.

Develop a meaningful, evocative company name.

Put the fun in fintech.

Build go-to-market confidence with a strong brand.

B2B branding, particularly fintech, is traditionally very unsexy. We wanted to build an unmatched consumer-grade brand experience.

Reed Switzer
Cofounder + CEO
Hopscotch
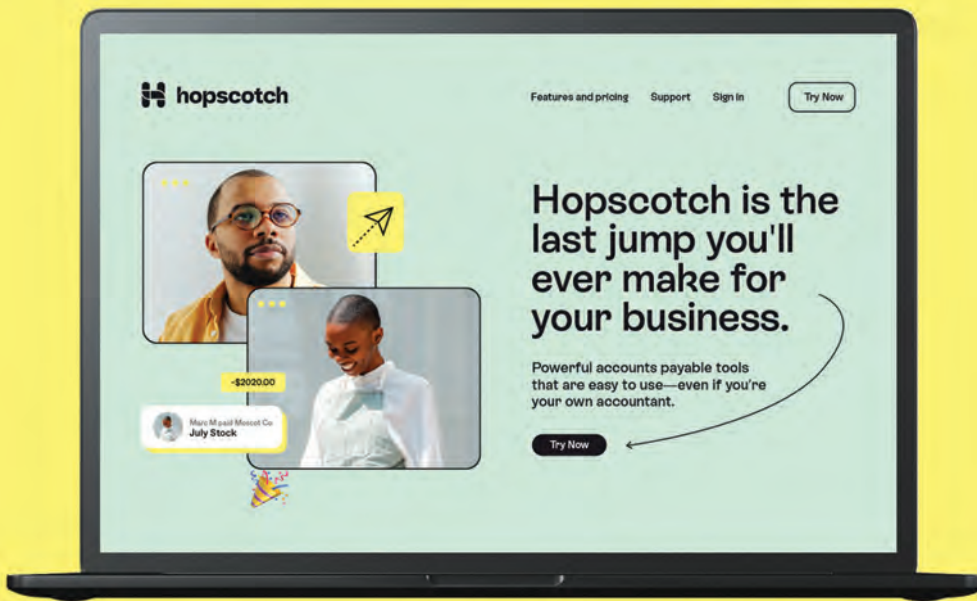
We built the Hopscotch brand from the inside out to connect vision, culture, and brand. We rallied around a bold big idea and crafted a brand personality that is impossible to ignore.

Sunny Bonnell
Cofounder +
Chief Visionary Officer
Motto®

Defining the brand's meaning and purpose is what led us to make strategic and creative decisions that connected all the dots.

Ashleigh Hansberger
Cofounder +
Chief Strategy Officer
Motto®

Process and strategy: When Hopscotch was ready to launch its game-changing B2B payment platform, they partnered with brand consultancy Motto to develop a brand identity that was just as revolutionary.

To get Hopscotch to market successfully and create a brand that aligned with the business strategy, Motto's strategy and design teams worked iteratively with Hopscotch's founders. Their vision was to make Hopscotch stand apart from traditional finance by creating a B2B brand with B2C magnetism. Through strategic leadership workshops, Motto clarified the brand's purpose, vision, and values, resulting in a signature idea: "Skip the BS." This bold statement resonated with both internal and external audiences, distilling the brand into a short, pithy rallying cry—what Motto calls an "Idea Worth Rallying Around®."

After defining the core brand strategy, Motto translated the brand promise and essence into a unique company name, a distinct brand voice, a dynamic visual identity, and a digital experience that brought the brand vision to life.

Creative solution: With the strategy concept of "Skip the BS" in mind, Motto named the company "Hopscotch." The name is inspired by the popular playground game where players hop and jump over obstacles to find the quickest path to the

goal. It clearly meets one of the company's key naming criteria: "non-corporate vibes." Furthermore, the name is instantly memorable, phonetically catchy, and associated with positive thoughts.

To create the logomark, Motto's design team drew inspiration from the shapes of a hopscotch board to form the shape of an H. The visual language incorporates playful elements with bouncy line movements, overlapping graphic shapes, typographic quirk, and soft brand colors inspired by sidewalk chalk. The brand's signature color, yellow, breaks away from typical color palettes found in the fintech space. The visual language is bright and approachable, resulting in a unique and compelling identity that captures the essence of Hopscotch's optimism and marketplace difference.

Results: Finalizing the brand identity early enabled the Hopscotch team to move faster out of the gate. The brand has become a key element in hiring success and growth, including recruitment and retention of top-tier talent from world-class companies like Google, CapitalOne, and Better. Prior to launching in late 2022, Hopscotch had attracted thousands of customers to the pre-launch waitlist and secured $10 million in seed funding. After launch, the company experienced 15 percent week-over-week growth for its first six months.

Hopscotch: Motto®

Human Rights First

Where there's a critical threat, we take critical action. Established in 1978, Human Rights First's mission is to ensure that the United States is a global leader on human rights.

Human Rights First is a nonprofit, nonpartisan organization committed to equipping and activating the skilled—lawyers, policymakers, veterans, technologists, and other human rights experts—to abolish oppression. This network of changemakers mobilizes specifically to combat authoritarianism, extremism, systemic injustice, and the abuse of technology, while pressing the United States to lead the charge.

We didn't have a stable or modern strategy or brand, so we developed a new strategy and then turned to Matchstic to create a brand that reflected that new vision. Every single font, line, and design element was created intentionally based on who we are.

Jim Bernfield
SVP, Marketing + Communications
Human Rights First

The new Human Rights First logo captures the momentum of the organization. This flock of directional arrows alludes to both forward progress and the network of activists.

In a space as crowded as humanitarian nonprofits, it was crucial for Human Rights First to have a clear story and a distinct identity.

Blake Howard
Cofounder + Creative Director
Matchstic

Process and strategy: As one of many human rights organizations, Human Rights First decided it was time to solidify its identity and position in the nonprofit landscape. Their core mission had become muddled after years of program expansion. Furthermore, they were often confused with another nonprofit, Human Rights Watch.

Through comprehensive research and workshops, brand identity house Matchstic uncovered a key insight that would prove a critical addition to the organization's story. While other organizations raise awareness, rally grassroots supporters, or create complex programs, Human Rights First takes critical action by equipping and activating skilled experts to fight injustice around the world. With this new truth in hand, the nonprofit needed an identity that would not blend in with similarly named groups.

Creative solution: The new brandmark better reflects an active network that's leading the organization forward. A flock of arrows captures the idea of a collective at work, activating highly skilled teams to free people from injustice, domestically and abroad. Reflecting the inclusivity of Human Rights First, the new color palette features many shades and hues, ranging from

neutral and understated to an active orange from the previous identity. A set of design principles forms the foundation of the visual language, allowing the brand to be consistent yet flexible in expressing its personality.

The brand voice and messaging toolkit further aids the Human Rights First team in succinctly and poignantly articulating who they are and what they do without getting too granular or complex. Bold messages pair with raw, emotional photography to bring a serious yet hopeful tone to their communications. Sophisticated typography underscores the elite and seasoned nature of the organization.

Results: Human Rights First now looks completely different from similar human rights organizations, minimizing confusion while still honoring their history. Beyond a distinct visual identity, the nonprofit's fundraising efforts are more focused and specific to their redefined story and mission of protecting human rights. Since implementing the new brand, Human Rights First has continued to gain traction on social media, as evidenced by a 10,000-person increase in Twitter followers, a doubling of followers on Instagram, and a 65 percent increase in their LinkedIn audience.

Human Rights First: Matchstic

Italicus

Italicus Rosolio di Bergamotto takes you on a journey from North to South Italy, encapsulating the ingredients, art, and creativity of this wonderful country in liquid form, reinterpreting the almost forgotten category of rosolio.

Italicus is a bergamot rosolio created in 2016 by Giuseppe Gallo, who was previously the international brand ambassador for Martini & Rossi. The aperitivo is inspired by an old recipe that had been in Gallo's family for generations. Bergamot, a main ingredient, is a citrus fruit similar to an orange in size, but with a green-yellow peel that is rich in essential oils.

Goals

Create a super-premium, quintessentially Italian liqueur brand.

Disrupt the crowded alcoholic beverage industry.

Create a distinctive bottle that would stand out at the bar.

Own the bergamot fruit in the liqueur space.

Giuseppe walked into the studio with just a piece of fruit and what he described as a "kamikaze project." That made us laugh. We love challenges and we love innovation, so tasting something that we hadn't tasted before was all the inspiration we needed. That, and Giuseppe's trust.

Ivan Bell
CEO
Stranger & Stranger

Did the packaging open doors? Most definitely. Everyone was using the bottle in Italian lifestyle sets, window displays, and articles, purely on how it looked.

Giuseppe Gallo
Founder
Italicus

Process and strategy: The problem for Italicus was very clear: launch a unique product into a very crowded market on a small budget. It wasn't the first time that Stranger & Stranger, a design agency specializing in drinks packaging, had faced this problem. They knew from experience that disruption was key, so they set out to make a bottle that would shine with quality as well as being easy for bar staff to handle.

The agency began with an analysis of the sector, identification of the white space, and research into which specific cues would trigger a purchase. With Italicus, the product itself defined the white space, as there was nothing on the market like it.

Creative solution: Stranger & Stranger saw an opportunity to "own" bergamot before anyone else could, so decided to make the bottle's cross section mimic that of the fruit. The color of the glass reflects the color of the waters of the Italian coast, while unmistakably Italian typography reinforces the product's provenance.

With the simplicity of the bottle and type, Stranger & Stranger sought a way to elevate the bottle's quality and signal the product's premium positioning. They did so through classical references on the custom closure—the cap—which is made of nine separate parts. Once the bottle design was complete, the agency created additional touchpoints, including a book celebrating the art of Italicus—an annual art competition that challenges creatives from around the world to "reimagine different environments through the lens of Italicus."

Results: The package design was an immediate success. After the 2016 launch of the brand in the UK, Italicus was asked to be the main display at Harvey Nichols, a luxury department store in Knightsbridge, London. "Keep in mind," says Gallo, "that would normally cost up to £15,000 per week. We had it for free due to the package design." And at the prestigious Connaught Bar in London, guests asked staff if they could take the empty Italicus bottles home.

Demand far outstripped production and Italicus easily outperformed its targets, resulting in interest from big industry players. In 2020, Pernod Ricard invested in the brand, setting it up for global distribution and growth.

Italicus: Stranger & Stranger

Jodrell Bank

Humans have always looked up at the skies and marveled, in hopes of understanding our place and purpose on Earth. For over seventy-five years, Jodrell Bank has been at the forefront of that quest for understanding and at the heart of groundbreaking research.

Jodrell Bank Observatory is a world-leading science research institute, with scientists working at the cutting edge of modern astrophysics. Owned and managed by the University of Manchester in the UK, Jodrell Bank's history includes revolutionary scientific discoveries, amazing feats of engineering, the dawn of the Space Age, and the creation of the Lovell Telescope, one of the largest radio telescopes in the world.

Goals

Capture a sense of wonder.

Do justice to the site's contributions to science.

Speak to non-academic audiences.

Celebrate Jodrell Bank's role in the Space Race.

Our ambition was to give this much-loved, treasured, and visited site the sense of awe and wonder that people get from reading about it and visiting it.

Michael Johnson
Founder
Johnson Banks

The sky isn't (necessarily) the limit

Process and strategy: Jodrell Bank began in 1945, when a few academics started tracking meteors in a muddy field in Cheshire, England. Now a UNESCO World Heritage Site, it remains at the forefront of scientific research and welcomes hundreds of thousands of visitors a year.

Home to the development of radio astronomy, Jodrell Bank is symbolized by the Lovell Telescope, an icon of human imagination and ingenuity. London-based design consultancy Johnson Banks was asked to encapsulate the sense of curiosity and wonder that Jodrell Bank instills in those who work there—and those who visit.

While the site's impact on science has been immense, it had never had a visual identity that did justice to its achievements or a verbal platform to talk to its many different non-academic audiences, including school visitors, families, and festival-goers.

Creative solution: From the beginning, Johnson Banks knew that an idea inspired by the giant telescope would be the ideal design solution. After weeks of experimentation, the final route began as a motion sketch that turned, tilted, and swayed, much like the telescope itself—a symbol designed for constant motion that could be "frozen" to create static versions.

The theme of circularity and rings infuses the whole design scheme, coupled with bold, sixties-style typography that harks back to the Space Race—and Jodrell Bank's unique role within it. The designers also developed a suite of specifically developed "portals," derived from the dish seen at different angles, which can act as image containers or work within collages.

Johnson Banks also updated the brand's tone of voice, allowing Jodrell Bank to tout its great achievements and plant subtle sci-fi jokes into supporting copy and merchandise (e.g., "When you wish upon a quasar").

Results: Jodrell Bank's First Light Pavilion opened in June 2022, featuring a permanent exhibition, planetarium, and café. The site is world-class, and now has a world-class visitor attraction to match. The overall effect of the rebrand is a dramatic change, giving Jodrell Bank the brand it always deserved, yet somehow didn't have.
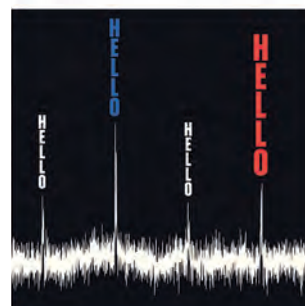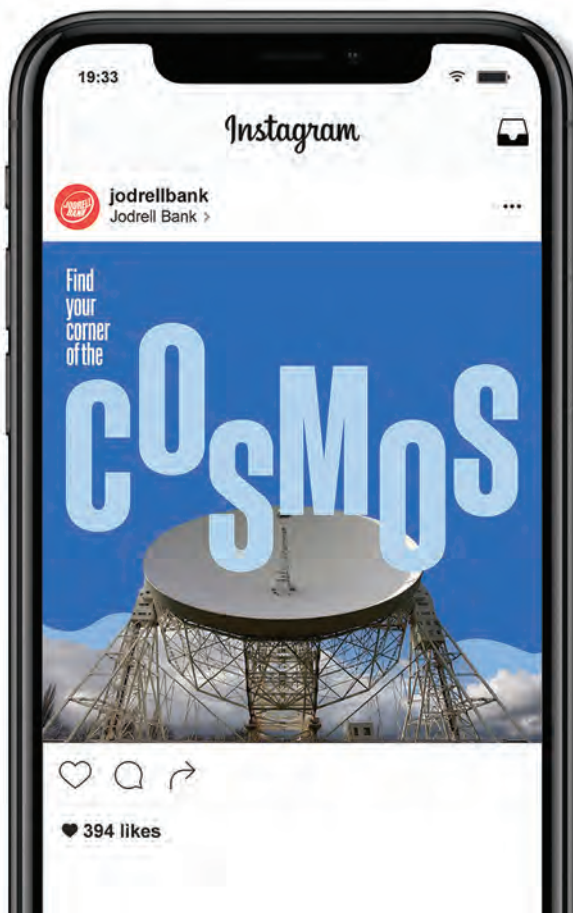
Jodrell Bank: Johnson Banks

KatKin

Our mission is to cut the fluff from the cat industry and expose the truth behind mass-produced cat food. The time for change is now, and we won't stop until our cat-first, no-BS attitude becomes the new standard everywhere.

KatKin is a nutrition, education, and community-focused cat-care brand based in the UK that works with world-leading veterinarians and nutritionists to develop food that gives cats the nutrients they actually need.

CENTER brought a boldness, a raw energy, and an unseen edge to the brand, which cuts through the noise.

Brett O'Farrell
Cofounder
KatKin

LOVE HARD

'ME-OW!'

24/7 CAT PARENT

CATVOCATE

Process and strategy: KatKin's brand identity no longer reflected the organization's irreverent ethos: that cats are the original punks, no one loves harder than cat owners, and that mass-produced cat food prioritizes shelf life over cat life. New research, as well as upcoming additions to the product portfolio, further supported the need for a refreshed brand identity. The goals for the rebrand—for which KatKin enlisted brand strategy firm Sonder & Tell and design studio CENTER—were to better convey the founders' beliefs, mission, and passion and to make KatKin the go-to cat brand.

Creative solution: The animating idea behind the rebrand was "hardcore love." The logo is a hand-drawn signature, reminiscent of a scrawled mark on a protest poster that can't be ignored. The type, a heavy sans-serif, is perfect for KatKin's bold headlines like "love hard, feed fresh." CENTER also created tattoo-inspired illustrations to highlight the quirky personalities of cats. Bright flash photography captures cats and "catvocates" in their real lives, grit and emotion included.

Results: Since the rebrand, KatKin has seen daily impressions go up 91 percent, to over 40 million, with total engagement up 72 percent and social saves increasing by 68 percent. These results prove that the relatable, cat-owner-centric branding resonates deeply with KatKin's consumers. The company's mission and purpose is now clear: KatKin is a brand for people who have cats, by people who love and understand cats.

I instantly connected with what the founders of KatKin wanted to do: create a brand in the pet food space only for cats—one that didn't feel like a traditional pet food brand. KatKin wanted to be bold and colorful and create a new visual language for pet food.

Alex Center
Founder
CENTER
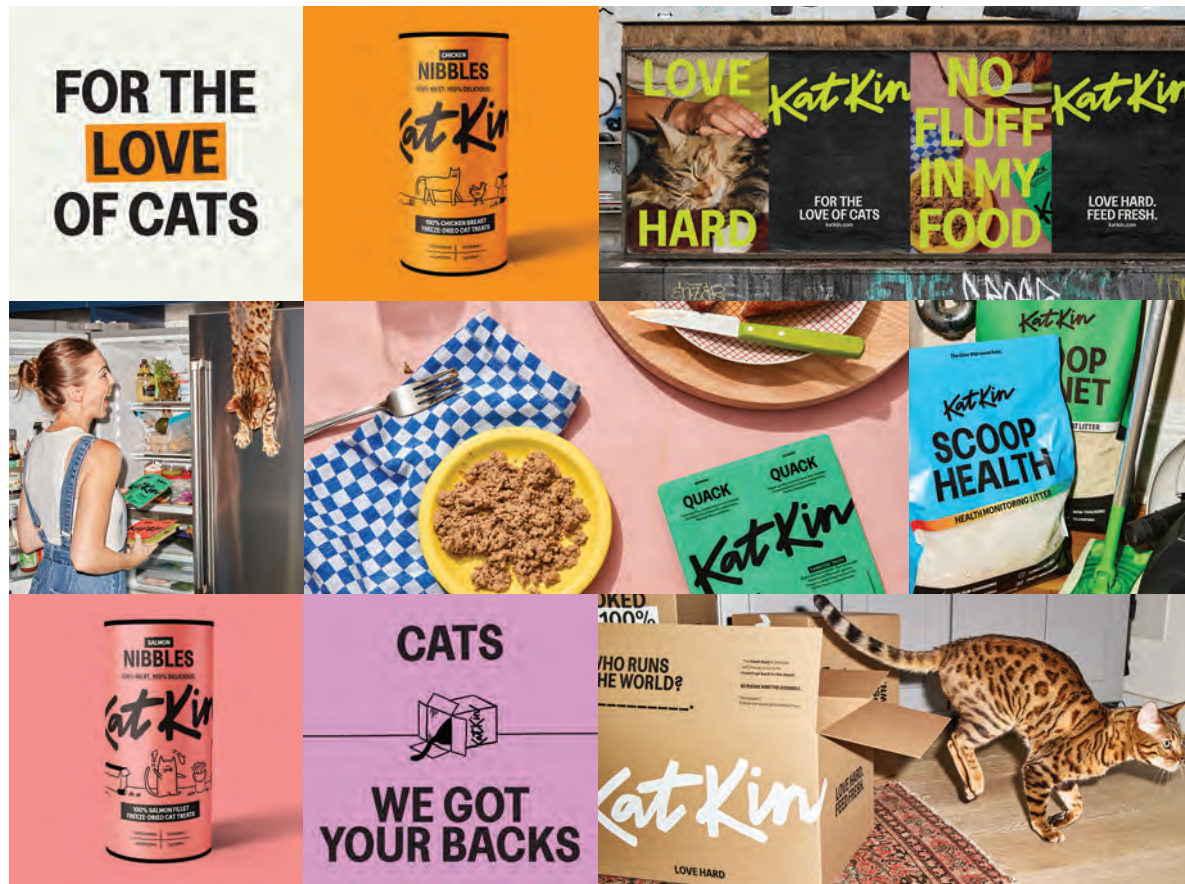
KatKin: CENTER (design) + Sonder & Tell (strategy)

Kia

With the new Kia, we will move beyond being a traditional car manufacturer to becoming a mobility brand. It's not just something we say, but a purpose we will pursue and act upon in everything we do.

Founded in 1944 as a bicycle part manufacturer, Kia, a subsidiary of Hyundai, is now a leading South Korean automaker. The brand's most popular models include the Sportage, Seltos, Rio, and Forte. Today, Kia automobiles are sold worldwide and annual revenues top $60 billion.

The new corporate identity is not just a new emblem—it's a signature. Three brushstrokes and a small accent define the K. When developing a project together with Blackspace, you always feel this fantastic common spirit. This is how perfection is made.

Peter Schreyer
Executive Design Advisor
Hyundai Motor Group

Process and strategy: In 2019—two years before the new brand launched—Munich-based design studio Blackspace was invited to compete for the opportunity to design the new logo. Kia's chairman, Chung Eui-sun, was concerned that the oval shape of the old logo, which had been in place since 1994, was too similar to that of parent company Hyundai, not to mention the logos of global competitors like Ford, Subaru, Land Rover, and Toyota. He sought a fresh approach with more character and personality. Furthermore, the new logo had to fit well with the brand's future product line, including electric vehicles and new concepts by renowned auto designers Luc Donckerwolke and Karim Habib.

Creative solution: Blackspace began the project by spending three weeks in Seoul to immerse themselves in Korean culture. They learned that *Kia* translates roughly to "Rising from Asia," a concept they captured in the logo's rising diagonals. By writing the name with a single, connected stroke, Blackspace hoped to depict the name as a signature or pictogram—instantly recognizable but not necessarily meant to be read.

Over two years of back-and-forth design work between Blackspace and Kia, the joint team worked to strike the right balance between visual harmony, expressing the brand's attitude, and geometric perfection. In the end, a desire to convey the brand's DNA won out over the German design team's inherent desire for mathematical precision. The designers also ensured the logo would work well not only on vehicles, but also in eighty physical and digital product applications.

Results: The new logo launched in January 2021, along with a new tagline, "Movement that inspires." Media site CNET reported that Kia had ditched its "chintzy" logo and that "Kia builds some great cars these days, and now, they will wear a badge worthy of them." Later that year, Kia released the EV6, its first fully electric vehicle.

In magazines ads and other applications, lines and curves from the logo are repeated as thin strokes to create a recognizable graphic element.

Kia Corporation: Blackspace

Lavish Pizza

Our whole wheat pizza has a unique flavor that's crispy on the outside and soft and smoky on the inside. Our natural ingredients—pancetta, wild black truffle, porcini mushrooms, air-dried parma ham, and more—are imported from Italy.

Lavish Pizza is a well-known pizza chain in Macau. Famous for introducing new flavors and for its original "Red Dough Pizza," the restaurant has participated in international pizza-making competitions.

Goals

Strengthen consumer loyalty.

Appeal to younger pizza lovers.

Make the brand name more prominent.

Stand out from competitors.

I want my brand's aesthetic to stand out from competitors, be easy to recognize, highlight our brand's vision, and, most importantly, appeal to younger generations.

Alan Ip
Founder
Lavish Pizza

Process and strategy: The founders of Lavish Pizza felt the brand was beginning to feel old-fashioned—that the restaurant's image was not keeping pace with the tastes of modern consumers. Furthermore, the brand name was not obvious or prominent enough, resulting in many consumers having trouble remembering the restaurant's name. With a goal of strengthening consumer loyalty, Lavish contacted Indego Design, a branding, illustration, and visual identity design team based in Macau.

Creative solution: In rebranding Lavish Pizza, Indego used characters as the core visual for the brand. The main character, Lavish, is the chef of Lavish Pizza. He is an innovator, obsessed with developing new pizzas, but he also has strict requirements when it comes to quality. Beyond the chef, Indego created a group of Lavish pizza lovers: a gluttonous dog that follows Lavish day and night, an office lady who loves discounts, and an alien influencer who always shares delicious food with his fans.

The story of the brand revolves around these four main characters. In addition to updating the overall brand identity with a new logo, typeface, and color palette, the characters create a stronger connection between customers and the brand.

Results: The restaurant chain has benefited tremendously from the easily recognizable logo. The rebrand is credited with an approximately 30 percent monthly increase in revenue. Moreover, with the rise of food delivery services in Macau, the new identity has helped Lavish stand out from competitors, gain impressions, and earn the number-one ranking in local pizza restaurants within a popular food delivery app. The new brand aesthetic has also helped the company create more engaging content, which has led to collaborations with trendsetters and influential brands and individuals. Overall, the rebrand has contributed to a stronger brand and growing business.

Using characters as the core visual not only makes the visuals refreshing, but also makes the brand more engaging.

Lam Ieong Kun
Cofounder
Indego Design

Lavish Pizza: Indego Design

LEGO

LEGO play starts to release a child's potential from the moment they pick up their first brick.

The LEGO Group has been the master of constant reinvention for ninety years. Today, children play with the same core bricks that their grandparents did decades ago. There are two reasons for this longevity: the product—every LEGO® brick can fit with any other in an interlocking system known as the "System in Play"—and the possibility—LEGO play offers the chance for discovery and invention, where you can always create something new from something familiar.

Goals

Build equity in the LEGO parent brand.

Use identity to connect a range of experiences.

Create transferable DNA for the brand beyond the logo.

Add consistency but retain the ability to play and be creative.

Make the brand refresh as timeless as the brick.

One visual identity to connect them all. A beautiful, simple, and well-constructed system in display that both unifies and breaks free, the creative and playful expression of our brand and product experiences.

Thomas Holst Sørensen
Global Head of Design
The LEGO Agency
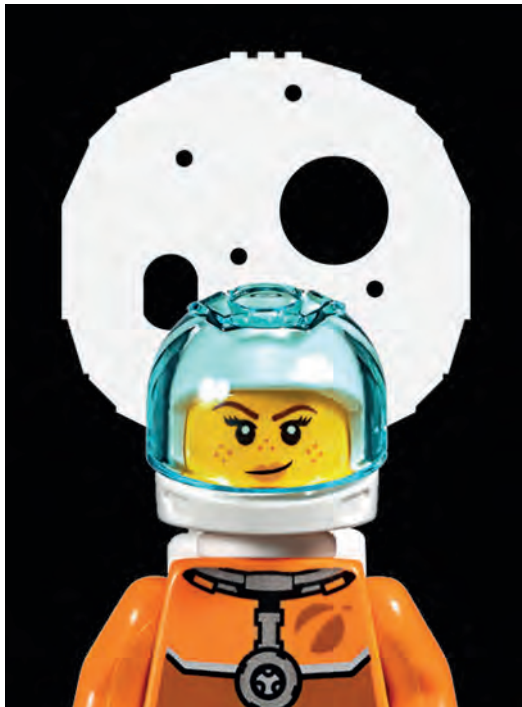
Process and strategy: First created in 1949, LEGO bricks are still enjoyed by families around the world. They remain relevant in part because the LEGO Group deliberately made its form of creative play accessible in an increasing number of stories—through its own franchises and those of partners like Disney and Marvel.

But this success also created a challenge: a set of fractured and disconnected experiences that didn't build the LEGO brand. Aside from the LEGO logo, nothing was consistent. The LEGO Group asked Interbrand to help bring cohesion and connectivity to the entire LEGO ecosystem.

In partnership with the in-house LEGO Agency, Interbrand pored through the company's history to search for equity that could be elevated. What stood out was the care the company had put into pursuing its vision—to help children learn through play. Recognizing that the company's youngest fans are still learning to read, however, the team researched modes of visual storytelling. They found a promising answer in the semiotics of comic books.

With these ideas in mind, the team began to build a system that could be as flexible, creative, relevant, and visually communicative as the LEGO bricks themselves.

Creative solution: The LEGO Agency and Interbrand worked across the entire brand, connecting dots between arms of the business and ultimately digging up twenty-three guidelines and over 110 separate principles. They consolidated these into five key design principles that would define any future LEGO brand experience, then began crafting a range of connective elements that, together, would build a recognizable LEGO brand identity.

The "clutch system," which allows LEGO bricks to connect through studs (top) and tubes (bottom) on each brick, was replicated digitally in the form of a font (or sixty-four glyphs) that can be used to quickly build holding shapes, illustrations, UI buttons, and more using the same geometry as the bricks. Next, based on type they discovered in the LEGO company archive, the team introduced the first dedicated LEGO brand typeface—LEGO Typewell®.

These primary elements are supported by "action graphics," which add dynamism, drama, and emotion to images using LEGO pieces instead of words. A set of motion principles, based on how people play with the product, were developed to bring the LEGO brand DNA to transitioning content. If the product is defined by the interconnecting "System in Play," the communication and brand experience would now present the "System in Display."

Results: Ultimately, the full LEGO brand identity establishes cohesion and builds recognition for the brand by fundamentally honoring the product, allowing creativity to flourish in display as well as in play. Prior to their planned 2024 rollout, the new identity elements were already driving efficiency, consistency, and excitement inside the organization.

LEGO: Interbrand

LONGFU 隆福寺

LONGFU is a new destination of cultural fusion in Beijing. Where ancient meets modern and East meets West, this unique place blends Chinese and international art, design, trends, and events, appealing to the next generation of "cultural consumers" in China.

Located in the heart of Beijing's Cultural Golden Triangle, Longfu Temple (隆福寺) has a long history dating back to 1452—from serving as a royal place of worship to hosting political forums, neighborhood markets, and temple fairs. LONGFU now starts a new chapter as a modern cultural and commercial destination, offering a contemporary blend of experiences from China and the West.

Goals

Create a place brand identity that is modern yet distinctive.

Position LONGFU as a destination of cultural fusion.

Blend the best of Chinese and international culture in one unique experience.

Boost the reputation of Beijing on the international stage.

Our unique and ancient culture can now be seen through a modern lens designed to inspire the next generation and elevate Beijing's reputation around the world.

Hui Wang

Chairman
Beijing Xinlongfu Cultural
Investment Co., Ltd.
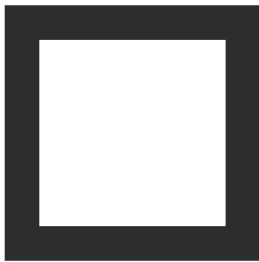
SYMBOL OF BEIJING
北京的符号

SUNMAO
榫卯

OPEN DOOR
敞开大门

Longfu Temple roof detail uses sunmao construction methods

Process and strategy: Beijing Xinlongfu Cultural Investment Co. partnered with brand design firm JWDK to create a new place brand identity for the Longfu Temple, a significant landmark. Diving into research, the team uncovered a rich and fascinating story of cultural contrast and commercial enterprise spanning over six centuries. From its life as a royal temple to its roles as a political center, local fair, and buzzing marketplace, Longfu Temple has remained an "icon of fusion" since its beginnings in 1452. In an effort to carry this unique legacy into the future, JWDK's strategy positioned LONGFU as a melting pot of sophisticated culture—East with West, ancient with modern. The new place brand brings a fresh narrative to China's capital city—one where visitors can celebrate unique cultures in one place and be inspired by Eastern and Western artifacts, experiences, exhibitions, and events. The brand also takes great pride in its ancient Chinese heritage and aims to elevate the reputation of Beijing on the world stage.

Creative solution: Geometrically simple, JWDK's brand identity design incorporates three significant Chinese symbols closely linked to LONGFU: a quadrangle, an open door, and a *sunmao* (榫卯), a durable, mortise-and-tenon, wooden joint prevalent in ancient Chinese architecture. The mark is surrounded by the striking imperial yellow color associated with Beijing's royalty of the past.

The square frame of the logo echoes the shape of the classic Beijing quadrangle, a courtyard-style architectural design surrounding many of Beijing's temples, palaces, monasteries, and dwellings. The core of the logo features the Chinese *sunmao* shape, symbolizing the fusion of different cultures at LONGFU. Sunmao can be seen within the original Longfu Temple roof design. JWDK also utilized sunmao across the brand identity system, including the construction of wayfinding signage and poster panels. Lastly, the negative space inside the LONGFU logo forms the shape of an open door. Whether it's financial trade or cultural exchange, LONGFU invites friends from around the world to come and experience Chinese culture.

Results: Prior to the destination's unveiling, the brand identity had already launched across LONGFU's communication and marketing channels. JWDK delivered shopfront guidelines to help complete the restoration work. The unique replica temple located at LONGFU has hosted a successful David Hockney art exhibition curated by the Tate and M Woods Art Community—an exciting indicator of what is to come for this important historical landmark.

Longfu Temple: JWDK
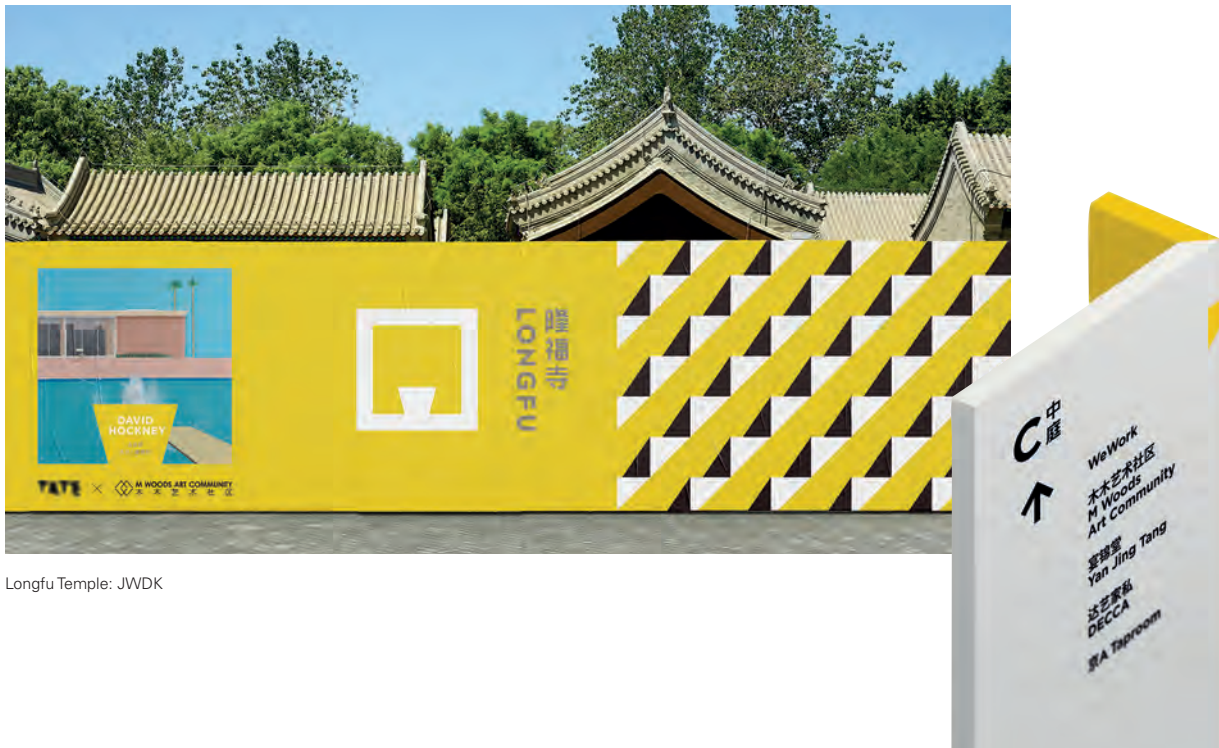
Lucid Motors

At Lucid, we believe in the dream ahead. Our relentless focus on innovation, luxury, and sustainability moves us toward a future where you no longer have to choose between doing great things and doing the right thing.

Lucid Motors is a luxury electrical vehicle manufacturer headquartered in California. Founded as a battery technology company responsible for redesigning the battery packs used in Formula E racing, Lucid has grown into a full-fledged automaker. They rolled out their first production vehicle—the flagship Lucid Air sedan—in 2021.

The Lucid logotype is a nod to the car itself: elongated, modern, sleek, and timeless.

Jamie Calderon
Creative Director
Tolleson

Process and strategy: Transitioning from their roots as a battery technology company, Lucid sought to launch a global EV brand for the luxury automotive market. To do so, they needed a solid brand position and narrative rooted in their California origins—built on their home state's optimism and pioneering spirit—and promising a new type of luxury experience that was personal, intuitive, and liberating.

San Francisco creative agency Tolleson was tasked with building a fully integrated visual identity system that was aspirational yet grounded, delivering on the brand position and complementing Lucid's design principles of Space, Energy, and Time. Furthermore, the identity needed to be able to scale globally across a wide range of touchpoints, including vehicle exteriors, the in-vehicle dash experience, showrooms, website, signage, mechanic manuals, events, and swag.

Creative solution: The Lucid logo is an optically balanced wordmark employing contrasting thick and thin weights designed to add a dynamic quality to each letterform. While the logo evokes the form of the car—modern and sleek—the brand's color palette is inspired by the tonal shifts of light during California's twilight hours. The color wheel also serves as a graphic device, drawing upon each vehicle's color, material, and finishes package to create a palette unique to each car.

A family of serif and sans-serif fonts blends the story of the technical with the intuitive. To support the rollout of the brand, Tolleson also created a grid system optimized for information hierarchy and clarity and an online portal allowing for easy organization and access to Lucid's growing image library. In the years since the brand launch, Tolleson has continued to partner with Lucid through product brand identity, brand architecture, retail design, events, and more.

Results: One of few EV start-ups to successfully transition from concept to production-ready vehicles, Lucid emerged publicly to great fanfare from media and car enthusiasts alike. Soon after launch, the company secured $1 billion of investment, laying the groundwork for a successful IPO. To date, Lucid has opened over twenty showrooms around the world.

Lucid Motors: Tolleson

Lumanity

Lumanity is about transformation. We apply incisive thinking and decisive action to deliver transformative outcomes that accelerate and optimize access to medical advances.

Lumanity works with top pharmaceutical and biotech companies to identify and generate the evidence needed to demonstrate the value of their products, translate data into compelling product narratives, and enable commercial decisions that position products for sustainable success. With offices around the world and work performed in over fifty countries, Lumanity's more than 1,300 experts drive successful commercialization and empower patients, providers, payers, and regulators to take timely action.

Goals

Unify distinct healthcare agencies under one cohesive, bold brand.

Represent the mission: to improve patient health by accelerating and optimizing access to medical advances.

Establish an iconic brand for an industry pioneer.

Highlight the company's diverse and deep expertise.

We formed Lumanity to improve patient outcomes by embracing diverse perspectives and weaving them together to create new strategies, insights, and approaches. We are working with our clients to break down the barriers of patient access to novel and innovative therapeutics.

Jon Williams
CEO
Lumanity
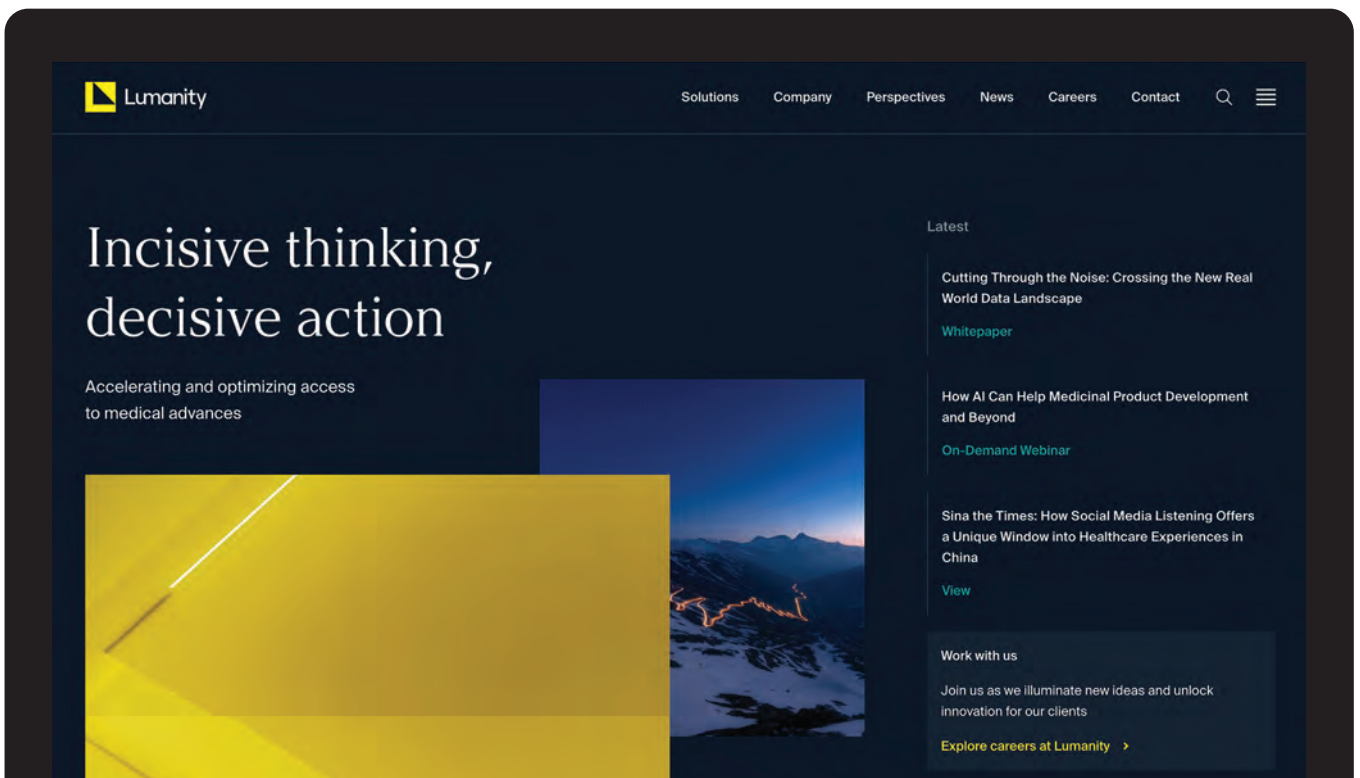
Process and strategy: The healthcare industry is at a tipping point. The unprecedented growth of medical innovation is resulting in a diverse, complex set of challenges on the path to market. The product development, market access, and commercialization models of the past are not suitable to allow humanity to realize the benefits of today's extraordinary medical breakthroughs. Innovative therapies need innovative solutions.

In 2020, several organizations merged to help solve this problem. All the healthcare agencies in the merger—each with its own diverse team of deeply experienced industry pioneers, data luminaries, subject matter experts, and proven problem-solvers—had to be aligned under a new name.

To unite these groups, the organization needed a cohesive brand to position itself as the leader in value demonstration and commercialization services for pharmaceutical companies. Operative Words worked with the organization to define a new name while Team, an independent brand strategy and design studio, established a bold visual identity driven by a shared mission: to improve patient health by accelerating and optimizing medical access.

Creative solution: The new name needed to convey the company's connectivity and pragmatism in its service, while remaining aspirational in its impact. Symbolizing insight, intelligence, and inspiration, "lumen" meets "humanity" to create

a new name—*Lumanity*—that embodies the company's ambitious and optimistic vision for a patient-centered future. The logo captures this transformative quality with a simple yet compelling symbol: a spotlight's triangular form illuminating negative space to reveal the letter L and an upward-advancing arrow. The geometric wordmark mirrors the duality of the Lumanity name with a subtle custom ligature, reinforcing the company's diverse team of leading experts coming together to solve the industry's greatest challenges.

Paired with an engaging, content-driven website, the new visual identity highlights Lumanity's thought leadership and expertise and establishes an iconic brand for the industry pioneer, evoking the brighter future Lumanity helps make possible for patients around the world.

Results: The new name, brand, and strategy united previously disparate groups under a new banner with a shared culture and visual identity, paving the way for a successful global launch.

Lumanity quickly became an industry leader, partnering with twenty-four of the world's top global pharmaceutical companies and continuing to expand its unrivaled capabilities. Every year, Lumanity supports over fifty payer submissions across over twenty countries, launch readiness and commercialization of over eighty brands and new indications, and numerous award-winning product campaigns to illuminate new possibilities.

The evolution of several legacy brands into one unified company required a bold identity that prioritized clarity.

John Clark
Cofounder + Creative Director
Team

In a rapidly changing industry, a company's visual identity should remain future-focused. Lumanity's new brand is an expression of who they are, but it is also a reflection of their vision and where they're headed next.

Amy Globus
Cofounder + Creative Director
Team

The minute I saw *Lumanity* on the list, I knew it was right, striking the balance between big-picture inspiration and boots-on-the-ground pragmatism. This is a name that is capable of capturing the breadth and mission of the organization, and it works well globally.

Anthony Shore
Chief Operative
Operative Words
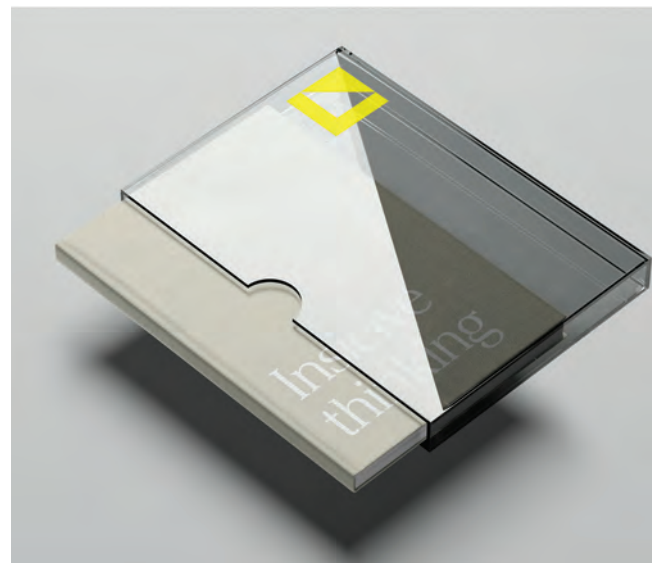
Lumanity: Team (visual identity) + Operative Words (name)

The Mellon Foundation

The Andrew W. Mellon Foundation believes that the arts and humanities are where we express our complex humanity, and we believe that everyone deserves the beauty, transcendence, and freedom to be found there.

The Mellon Foundation is the largest funder of the arts and humanities in the US, with a mission to build just communities enriched by meaning and empowered by critical thinking, where ideas and imagination can thrive. With an endowment of over $9 billion, the foundation makes grants in four core program areas: Higher Learning, Arts and Culture, Public Knowledge, and Humanities in Place.

The new identity more than acknowledges the importance of diversity, equality, and inclusivity; it champions it.

Eddie Opara
Partner
Pentagram

The M symbol remains recognizable even as it changes shape, color, and material.

Process and strategy: Since joining as president, Elizabeth Alexander has helped guide the Mellon Foundation through transformational change, prioritizing social justice in all of the organization's grantmaking. This transformation warranted a new visual identity—one that reflects a major strategic evolution.

As explained by Pentagram partner Eddie Opara, "Pretty much everything from the previous Mellon Foundation identity needed transforming. The previous identity wasn't geared to the [strong] direction the foundation has taken." The organization needed a distinctive visual language that would stand out from the traditionally staid look of philanthropic institutions and resonate with the communities it serves.

Previous research and strategy had identified five key principles that Pentagram would strive to express through the design system: openness, clarity, ambition, partnership, and leadership. The new identity also had to bring communicative depth and clarity about the work the foundation and its grantees do, all while embodying Mellon's core values.

Creative solution: Built around a flexible and dynamic logomark and color palette, the new visual identity framework is graphically audacious and forward-looking. The logomark, a dynamic letter M with the gestural quality of a human hand, exudes agility and flexibility. It can adopt colors or materials outside of the identity's neutral base to complement the featured content. Translated into different mediums and materials—rendered with textures, molded in three dimensions, or animated in motion—the symbol can playfully evoke art forms like sculpture, dance, painting, and writing.

The logomark can adapt, transform, and modulate to represent different aspects of the foundation, shifting its tactile qualities or gently moving within its fundamental shape. In alternate versions, the M can lower and lengthen, stand tall, and loop and intersect with itself. It can also be intertwined with the logotype—an elegant wordmark that introduces the shift from *The Andrew W. Mellon Foundation* to the more memorable *Mellon Foundation*. As an icon, the symbol is both immediately recognizable and ever changing, variable in both form and material, reinforcing the idea of many within one.

Results: The new framework embodies diversity and pluralism with a vibrant and adaptive approach to color and form. Employed as a graphic element or signature, the logomark can be integrated with content in surprising ways, highlighting Mellon's grantees and their work while reinforcing the organization's identity as a whole.

> **Our new identity makes visible, memorable, and accessible not only the remarkable creativity of our grantees in the arts, culture, and humanities, but also a foundation that has become bold, directional, and deeply connected to the vital efforts of justice work.**
>
> Elizabeth Alexander
> President
> The Mellon Foundation

> **The arts and the humanities help foster empathy in a divided country. We need the arts and humanities to be integrated into the idea of the future or we're going to lose ourselves.**
>
> Eddie Opara
> Partner
> Pentagram

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Oli!

Oli! makes things easier for everyone. By curating the best local products for our customers and keeping our doors open beyond traditional convenience store hours, Oli! is revolutionizing the convenience store in Costa Rica.

Founded in 2020, Oli! is a convenience store in the heart of San José, Costa Rica's capital city. Oli! looks like its customers and shares the same spirit—young, vibrant, and trendy. The company seeks to disrupt the San José convenience store market, which has become known for overpriced products and dull service.

Goals

Cook up a tongue-in-cheek name that portrays a young and chill attitude.

Define a colorful palette that blends with the neighboring scenery.

Provide a simple but stunning visual universe that can be easily expanded.

Position Oli! as the best and trendiest convenience store in the hood.

I've known Pupila's work for a while, and when we needed to decide who would create our brand, the decision was easy since we knew their unapologetic approach to design. The outcome shows why we hired them. We love how well it represents us and what we set out to do.

Fernando Gómez
General Manager
IMLC (Oli! parent company)

Process and strategy: The opportunity to create Oli! was born after several businesses closed down or disappeared in the early days of the COVID-19 pandemic. The store's creators saw an opportunity to take advantage of an abandoned lot in the neighborhood to launch a unique convenience store. They contacted Pupila, a local design studio, who not only created the store's brand identity, but also became business partners in the project—a first for Pupila. With skin in the game, the agency had especially high expectations for the brand identity.

Pupila's design team started researching the area where the store would open, visiting the neighborhood at different times of day and night. They paid close attention to the location's surroundings, analyzing competitors and the history behind this type of business, and familiarizing themselves with the local community and visitors.

Creative solution: One of the agency's first steps was to come up with a short, easy to spell, but slightly witty name. "Holi" is a modified version of the Spanish word *hola*, meaning "hi." Pupila removed the letter H and added an exclamation point to create the new name. With a sticky name and research phase completed, Pupila set out to design the new identity.

Like its customers, Oli! is young at heart. To align with that attitude, Pupila selected a bold, extruded logo accompanied by the Futura typeface as a supporting font. The brand's color palette—vibrant, harmonious, and contrasting colors—is radically different from competitor stores, fully aligned with Oli! customers, and serves as a hook to catch the attention of passersby. Mosaic-like patterns, created with slightly tilted rectangles and solid colors, set the stage for the brand's unconventional approach to traditional brick-and-mortar shopping.

Results: Oli! was never meant to be just another convenience store. Since its conception, the idea has been to stand out from the crowd through both its offerings and its looks. Those curious enough to enter the shop experience a convenience store with a DJ booth, colorful aisles, and the best curation of local products available.

Matching the energy and vitality of the city's party district, Oli! has become a reliable standby for barhoppers and nightlife revelers. The convenience store has tentative plans to open a second location on the west side of San José.

We always like to have fun while getting things done. Oli!'s identity is the perfect reminder that this balance is achievable without sacrificing anything.

Bruno Campos
Creative Director
Pupila

What we love about Oli! is how unafraid and outrageously colorful it is.

Jorge Espinoza
Lead Designer
Pupila

Oli!: Puplia

oLiv

oLiv is a unique co-living community giving people in Vietnam the freedom to experience life on their own terms. We offer "oLivers" a wide choice of unit types, smartly designed common areas, facilities, and amenities, and a full range of membership benefits.

From the developers of Empire City, an ensemble of high-rise towers and public spaces in Ho Chi Minh City, oLiv is a new living experience where co-living members share resources and support each other, work collaboratively, and live collectively within a cocreated ecosystem. A work-live-play community space, oLiv is operated through a membership model that caters to young professionals and entrepreneurs.

It's not just a name and identity that will make this project a success, but a strong physical and experiential set of ideas that can be successfully implemented into the daily living environment.

Vo Sy Nhan
CEO
Empire City
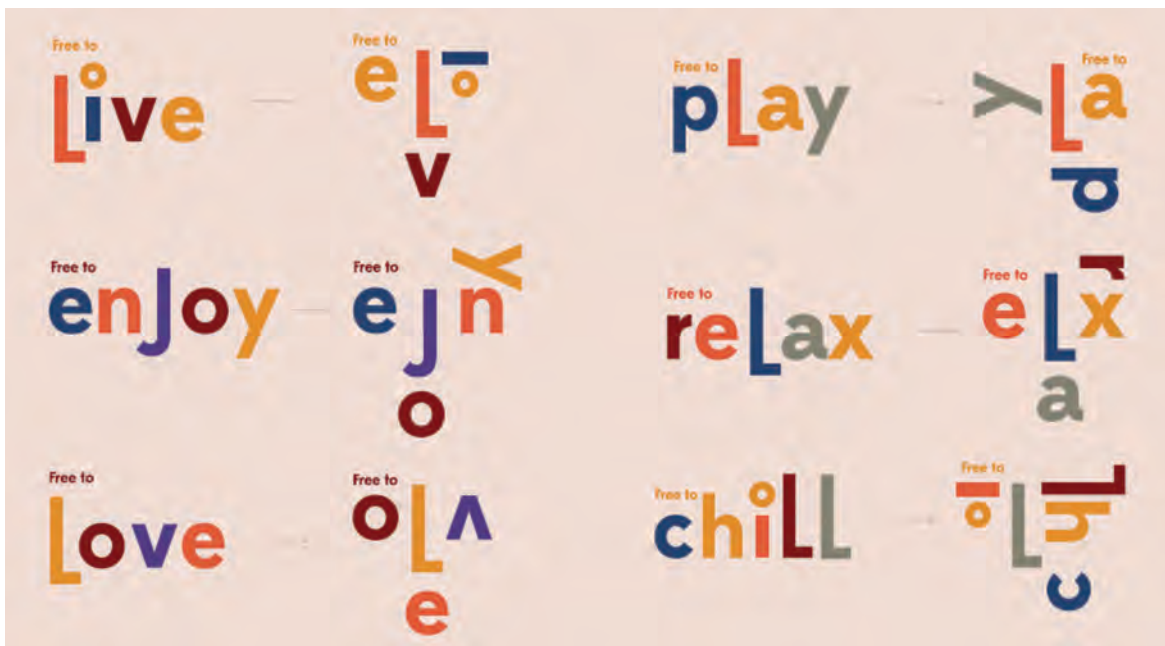
Process and strategy: Targeting millennials, oLiv aims to address demands for flexibility, mobility, and a trend toward "living in the now" in an increasingly digitally empowered Vietnamese society. Asia-based brand and sustainability consultancy Sedgwick Richardson was tapped to create a name, design an identity system, and craft elements of the new living experience. Designers sought to reflect the Scandinavian concept of *hygge,* a mood of coziness, comfort, and contentment.

Sedgwick Richardson's challenge was to create a brand—including a strategy, visual identity system, and more—that would resonate with the target demographic and be distinctive enough to stay top of mind for those considering a co-living space.

Creative solution: Sedgwick Richardson began by gaining insights into the developers' vision, previously considered experiential and activation ideas, and consumers' perceptions of the co-living community's potential strengths vis-à-vis alternative communities. From this input, the agency created the oLiv name and a colorful visual identity, which uses letters from the name to form facial expressions mirroring those of happy tenants. The identity system is dynamic, in that elements can be rearranged to form different faces that align with different messaging themes.

The color palette is bright and youthful, inspired by Nordic design philosophies—cheerful, but not too bright. The brand's vibrant visual language is inspired by a range of positive emotions, resulting in a brand identity that is playful, friendly, and exciting.

Results: The first oLiv co-living community will open in the Central Business District of Ho Chi Minh City, with plans to scale across other large cities in Vietnam.

oLiv is so much more than just a place to sleep and rest. It's about feeling recharged and inspired by the safe environment you live in and the people you belong with.

Dominic Mason
Managing Director SEA
Sedgwick Richardson

We provide our members with another means of living experiences with beautiful spaces, a culture of inclusivity, and the energy of inspired community, all connected by technology infrastructures.

Vo Sy Nhan
CEO
Empire City
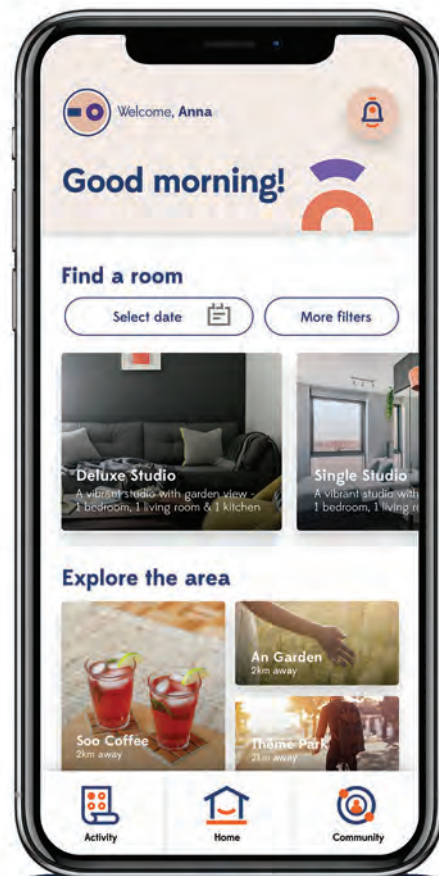
oLiv: Sedgwick Richardson

OneTen

OneTen aims to close the opportunity gap for Black talent in America by creating opportunities to earn success and ignite potential for generations to come.

OneTen's mission is to hire, promote, and advance one million Black individuals who do not have a four-year degree into family-sustaining careers over the next ten years. The organization takes a skills-first approach, focusing on competencies, in an aim to close the opportunity gap for Black talent and others in America.

Goals

Reflect the organization's inspiring mission.

Convey boldness, commitment, and humanity.

Express OneTen's will to communicate and have tough conversations.

Capture the energy of an inflection point in American attitudes toward racial justice.

Our mission—to catalyze new pathways for Black talent to climb the economic ladder—will enable us to build and scale a sustainable enterprise that will help our country to pursue its original promise as well as become a more perfect union.

Maurice A. Jones
Former CEO
OneTen
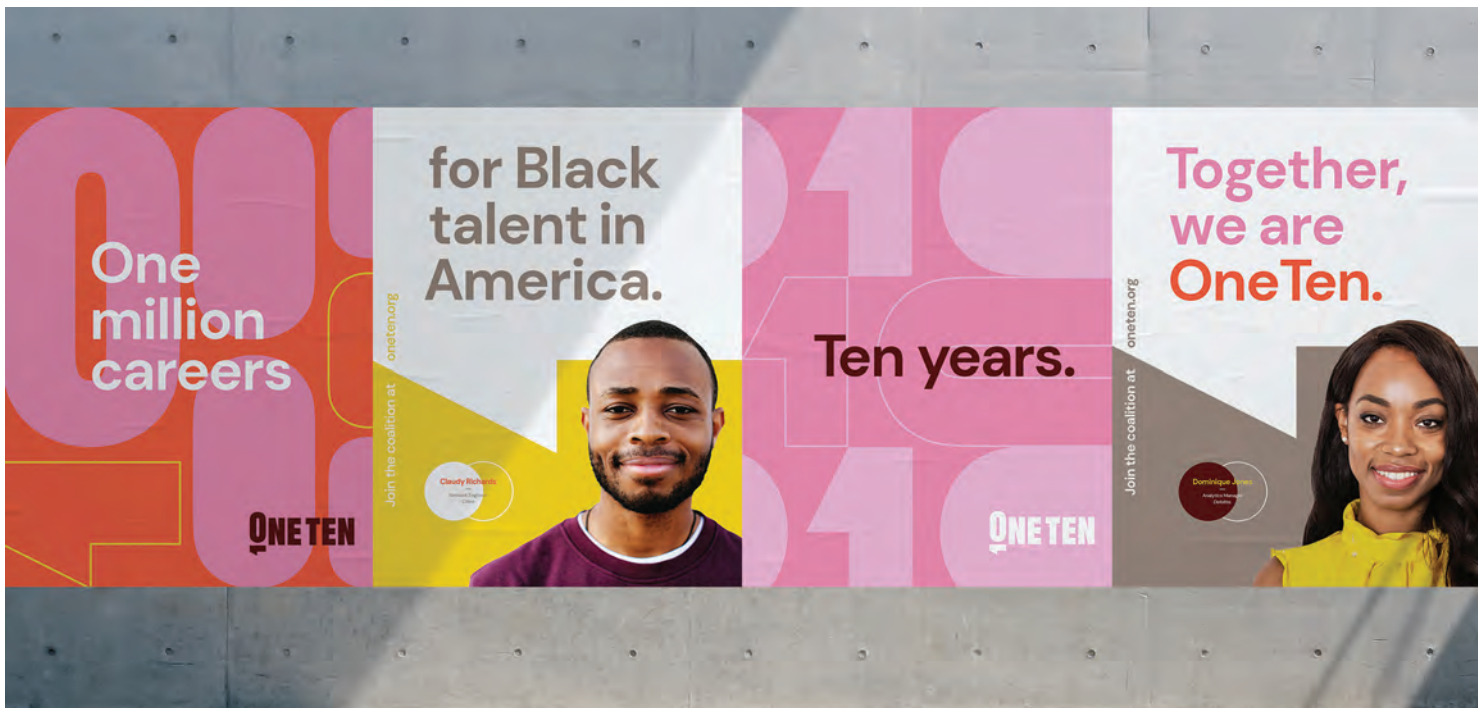
Process and strategy: Days after the murder of George Floyd, a group of leading executives came together to discuss how corporations like theirs could take meaningful and sustained action for racial justice and equity in America.

As employers, they knew companies could play a strong role in job creation and mobility. However, only about a quarter of Black people in America older than twenty-six have the four-year college degree often required for high-earning jobs. This contributes to a startling wealth gap between Black and white Americans.

Together, they formed a coalition of leading executives and their companies—including Merck, IBM, Bain & Company, American Express, Delta, Gilead, HP, Nike, Nordstrom, Target, Whirlpool, and many more—who committed to upskilling, hiring, and promoting one million Black individuals into family-sustaining careers over the next ten years.

To help build a brand identity for the organization, the coalition called on global brand experience firm Siegel+Gale.

Creative solution: Working closely with coalition leaders and interagency partners, Siegel+Gale created a brand platform that reflected the coalition's invitation to employers, Black talent, training partners, and advocates to seize the opportunity to be part of historic progress toward equity in America. They developed the name, *OneTen*, as a declaration of scale and longevity.

The simplicity of the OneTen wordmark expresses boldness and confidence. The icon combines the numeral 1 with the letter O to create a 10—representing the organization's decade-long commitment—as well as a subtle human silhouette hinting at the one million talented Black individuals this initiative uplifts—putting them front and center.

The visual system features energetic colors, bold graphics, and human-centered photography, while the icon's 1 is reconfigured as a speech bubble, expressing OneTen's will to communicate and have tough conversations that can lead to positive change. This modular device proudly delivers core messaging and personal stories from individuals. The icon is further deconstructed and used to display abstract patterns referencing the numerals 1 and 10 along with the overall concept of coming together.

Results: A year after founding, OneTen had sixty member companies and fifty talent developers on board across twenty-five markets—the largest private sector-led mobilization of its kind. The organization's first-year impact included 17,000 hires and 4,000 promotions. However, as former CEO Maurice A. Jones stated in OneTen's first annual report, this is only the beginning: "We have a real fighting chance to shift the mindset of our society and rebuild trust . . . and in doing so, we will transform the American journey."

The most inspiring, exciting part of this project was that the name and the brand could help shape the company and where it was headed. Sometimes, even in the start-up world, a lot of those things have already been decided. It really was a unique experience to be able to build a brand collaboratively as this company was evolving.

Aaron Hall
Group Director, Naming
Siegel+Gale

OneTen: Siegel+Gale

Pan-Afrikan Design Institute

We are the voice of design in Afrika. We facilitate Afrika's socioeconomic development through design by unifying design educators and professionals and partnering with regional and global policymakers.

The central aims of the Pan-Afrikan Design Institute (PADI) are to stand as a unified body to empower design professionals and facilitate growth in the African design industries and to promote design as an essential profession for the twenty-first century. PADI represents the interest of design professionals, design protagonists, and design educators from numerous design disciplines across the continent of Africa. The organization's goal is to adopt the Montreal Design Declaration of 2017: to better the quality of life for all and to improve and protect our environment for future generations.

Goals

Evoke the slogan, "Unity, Diversity, by Design."

Create a modern symbol with prototypical African design elements.

Work well with Pan-African colors: black, red, and green.

Maintain simplicity, distinctiveness, scalability, and responsiveness across different touchpoints.

PAN AFRIKAN DESIGN INSTITUTE

Though we stand as the design council of Afrika, we adapt and accommodate ideas from different fields of design and art. Thus, the logo is a perfect representation of the association.

Felix Ofori Dartey
Founder, President +
Executive Board Member
Pan-Afrikan Design Institute

The Simba Club is a Pan-Afrikan Design Institute fellowship awarded to designers for their contribution to the development of design practice, design education, and design advocacy in their individual countries or across Africa as a whole.

PADI Simba Club event brand identity: Sam Nii Adjaidoo

Process and strategy: The Pan-Afrikan Design Institute needed a culturally relevant symbol with a visual language that clearly represented and resonated with the fifty-four countries of Africa, each with heterogeneous ethnicities and unique cultural symbology. The institute's executive board comprised design educators, thought leaders, and creative professionals from diverse creative and African cultural backgrounds. Simon Charwey, a designer and the founder of African Design Matters, proposed a strategy that relied on the continent's shared design sensibility and ways of creating folkloric, encrypted symbols. The logo for PADI would test what united and identified the people of Africa.

Creative solution: Charwey began by delving into the unique design sensibilities and artistic expressions that unite the African people, from the Pan-African colors to design patterns and *Adinkra,* symbols that are traditionally used on cloth and pottery in Ghana. The main inspiration for the PADI logotype is *Nkyinkyim,* an Adinkra symbol that represents versatility. While the logotype clearly spells out the institution's abbreviated name, it subtly draws on the visual language of the Nkyinkyim symbol. Other symbols that informed the final logotype include the *UAC Nkanea,* which represents technological advancement and the heterogeneity of cultures in Africa; the *Hwehwemudua,* an Adinkra symbol of excellence, superior quality, knowledge, and critical examination; and *Nea Onnim,* a symbol of lifelong learning that evokes an Akan proverb, "He who does not know can know from learning." After Charwey presented his initial concept as a sketch, he refined and digitized the mark based on constructive feedback from the PADI team.

Results: The PADI logo graces touchpoints ranging from the website and digital flyers to T-shirts and brochures. It has also been used at design workshops and conferences such as the first International Design Educators Conference and Afrikan Design Day 2020.
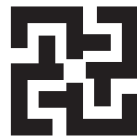
Nkyinkyim   UAC Nkanea   Hwehwemudua   Nea Onnim

Pan-Afrikan Design Institute: Simon Charwey
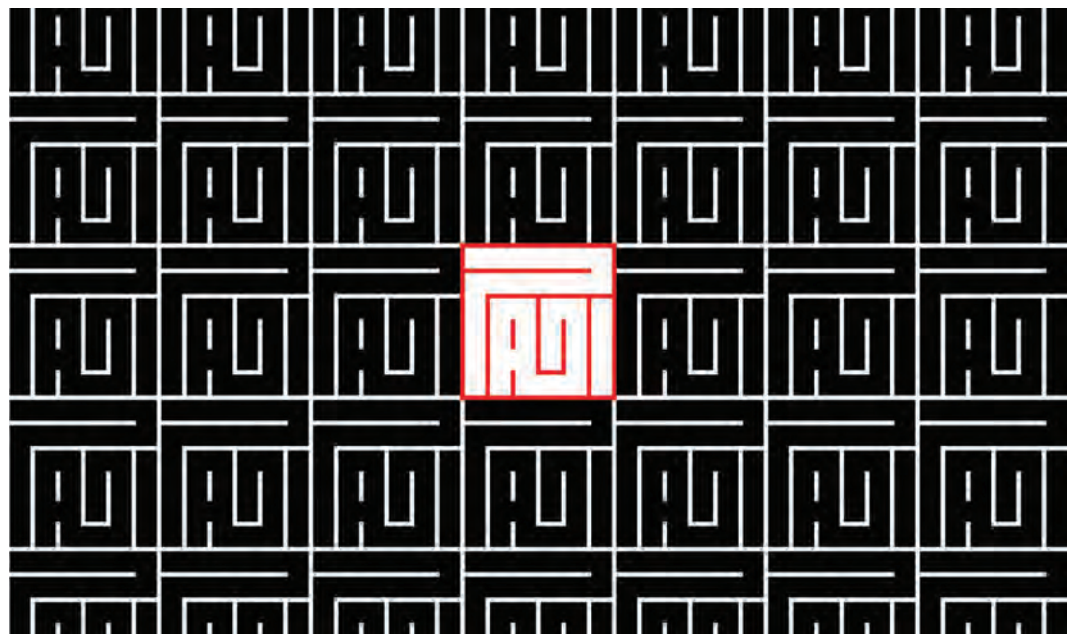
Papier

Stationery is more than pen and paper. At Papier, we invite stationery's magic into the everyday. To transform what appears mundane into something meaningful. To back beautiful covers with pages of possibility. Our mission: to make each day noteworthy.

Since 2015, Papier have looked at stationery differently. They've built a digital, made-to-order business around an analog product. They create stationery that invites curiosity and contemplation. In every piece of Papier is the promise of what's to come—the endless possibilities of a blank page.

Goals

Redefine the stationery category.

Prepare the brand for expansion to the US and beyond.

Establish Papier as a design house in its own right.

Capture the sense of possibility found in a blank page.

We wanted an approach that would challenge us and push us to be brave. That's the Ragged Edge ethos, and that's what they've delivered. They were sensitive to the brand we had built and that our customers loved, yet unafraid to challenge and push us out of our comfort zones. The result is a brand that beautifully captures how the magic of stationery goes beyond the cover.

Taymoor Atighetchi
CEO + Founder
Papier

Process and strategy: In the relatively short amount of time since their founding, Papier has challenged a static category. In doing so, they've gained a considerable following of over a million customers around the world. But with the original identity designed on intuition alone and US expansion on the horizon, Papier needed a brand that stood apart from the category, and that stood for something beyond aesthetics.

To get people thinking differently about stationery, London-based branding agency Ragged Edge set out to redefine a category that solely focuses on aesthetics—in which shiny new designs are used and thrown away without much thought. But, while beautiful, Papier's products offer a sense of promise—not only the chance to express ourselves, but also the power to realize who we are. So, while the category sells objects that merely sit pretty, Papier invites people to consider the transformative power of stationery and to discover the possibilities of a blank page.

Creative solution: Working in collaboration with the Papier team, Ragged Edge began with their own blank page, imagining a Papier emporium full of magic. The new identity is born of paper and ink. It is created to invite you in, appeal to every sense, and to intrigue, provoke, and transform. Just like stationery itself.

The logo lifts the cover on the wonder within a notebook and the packaging plays tricks on the eye. The photography, by Charlie McKay, captures an atmosphere, not just an aesthetic. Illustrations by Ciao Chiara capture the energy and excitement of the first mark made in a new notebook. And the tone of voice speaks of possibility, not just products.

Results: Papier grew up, and the world took notice. They used the rebrand to secure a Series C of £50 million, facilitating the opening of their first US headquarters. The cherry on top: the "Paper People" embraced it—96 percent of customers said they liked or loved the (somewhat dramatic) change.

In a category that's all about design, we had to add a touch of magic. So, as we began with our own blank page, we saw the possibility of an emporium full of wonder. And just as an emporium does, this brand has to invite people in—to dig deeper, not knowing what you might discover. It provokes the senses, just like stationery itself.

Max Ottignon
Cofounder
Ragged Edge

Papier: Ragged Edge

Perth Airport

We are an outspoken advocate and champion for all things Western Australia. As the gateway to Western Australia, we play a significant role in the state's economic, social, and cultural activities by facilitating travel and employment, connecting people and places, engaging local businesses, and providing support for communities.

Perth is the capital of Western Australia and one of the most isolated capital cities in the world. Perth Airport is Australia's fourth busiest, serving 14 million passengers each year through thirty international, domestic, and regional airlines traveling to more than 110 domestic and overseas destinations. Perth's prosperity is increasingly dependent on deeper international connections—tourists, students, businesspeople—highlighting a critical role for Perth Airport: to deliver experiences that will attract greater passenger numbers.

Goals

Become an outspoken advocate of all things Western Australian.

Convey a greater sense of place to tourists.

Evolve the brand strategy and identity to express world-class aspirations.

Attract greater interest from business partners.

Instill greater pride among local communities, staff, and stakeholders.

Visitors to Perth no longer get off the plane into just another airport terminal—they are welcomed by a visual representation of what our great state has to offer. In branding Perth Airport, we're helping to brand Perth as the natural entry point to Australia for international visitors.

Kate Holsgrove
Acting Chief Executive Officer
Perth Airport

The visual and verbal identity introduced with our new brand better reflects the ambitious nature of our strategy and has become an integral tool for its delivery.

Rebecca Cook
Acting Chief Commercial Officer
Perth Airport
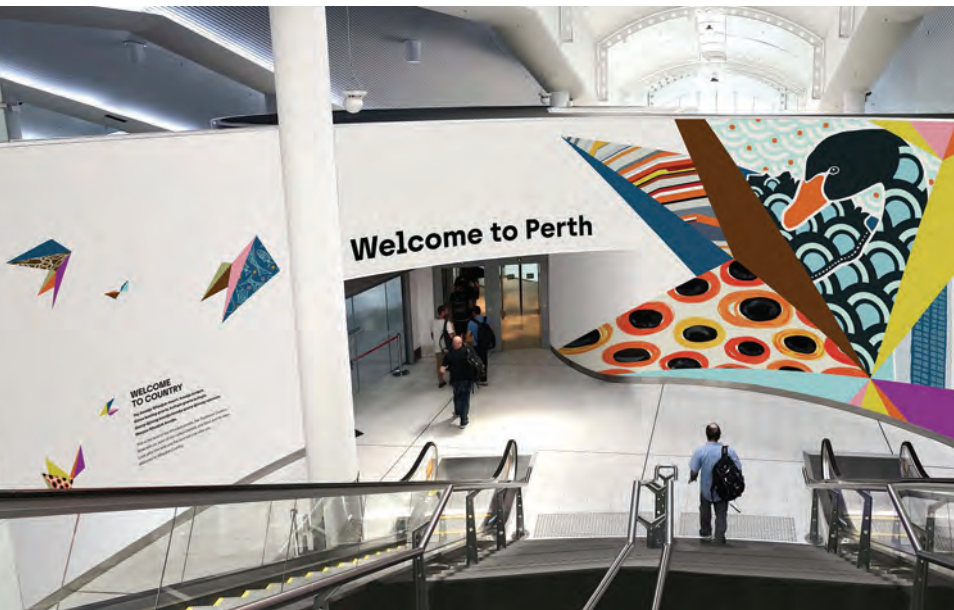
Process and strategy: Following a substantial upgrade of the airport infrastructure, Perth Airport wanted to redefine its brand and identity to place more emphasis on delivering an experience that maximizes passenger satisfaction and drives commercial outcomes. The travel market at Perth's doorstep is huge and still largely untapped. Situated closer to Jakarta than to Sydney, Perth is in a similar time zone to 60 percent of the world's population—over four billion people with a growing desire to travel, study, and do business abroad.

Brand consultancy PUSH Collective spoke with representatives from government, airlines, retailers, the media, travel agents, travelers from around Australia and Asia Pacific, and people from the local community. Placing the airport at the center of this large network of stakeholders, PUSH developed a unifying brand strategy that captures fundamental truths about the experience of flying and Western Australia's sense of place. The new brand strategy, centered around the idea "Nexus of Possibilities," expresses a new vision: Perth Airport wants to be Australia's Western hub, connecting lives, businesses, and communities to a world full of possibilities.

Creative solution: The airport's brand identity was evolved through a creative collaboration led by PUSH. The brand idea, "Nexus of Possibilities," inspired the signature graphic element of the identity: a three-dimensional compass that metaphorically points to the possibilities accessible via the airport hub. This signature graphic provides a dynamic platform that allows the graphic content to change and showcase different aspects of the Western Australia experience.

To encapsulate an authentic sense of place, PUSH coordinated local Indigenous and non-Indigenous artists to express their personal perspectives on Western Australia's flora, fauna, land, sea, sky, and vibrant urban landscapes. The brand idea also informed the development of a verbal identity built on the repeatable headline device "From here . . . ," which reinforces the airport's role as the launchpad to boundless discoveries. The new brandmark created by the PUSH team builds on the state's emblem, a black swan, with renewed simplicity and optimism, while making a nostalgic nod to the airport's early days, when travelers used to feed black swans located near the terminal.

Results: Defying the sameness of most large airport experiences, Perth Airport is now imbued with a distinctive sense of place, creating a highly memorable first and last impression for visitors. The bold identity has brought the airport's strategy, ambition, and optimism to life across all branded touchpoints. It has allowed the airport to appropriately recognize the heritage and culture of Western Australia's Indigenous community, instill a renewed sense of pride among locals and staff, and attract prospective business partners aligned with the airport's plan to advocate for all things Western Australian.

Perth Airport: PUSH Collective

Petbarn

At Petbarn, our team members love your pet just as much as you do. For all the pet parents of Australia, we have everything you'll ever need to keep your pet healthy and happy for life—all under one woof!

Petbarn has been delivering expert pet care since 1979. With over 190 stores across Australia, the company sells food, toys, and supplies and offers services such as grooming, puppy school, and pet insurance. Part of Greencross, Australia's largest pet care company, Petbarn works with over 140 Greencross Vets to fulfill its promise of caring for Australians' animal companions as if they were their own pets.

Goals

Differentiate from convenient supermarkets offering pet supplies.

Elevate the brand experience—from utility to love and care.

Capture the weird and wonderful personalities of pets.

Make pets the heroes.

PETBARN

The Landor team has brought dynamism, real fun, and freshness to our brand identity. We believe the combination is powerful and will help our distinctive offering to really stand out.

Sumeena Parimu
GM Marketing
Petbarn

Process and strategy: Petbarn had a recognized brand and track record of success in Australia. However, supermarkets offering a diverse range of pet products were beginning to impact their business. The company needed to differentiate from the cold, corporate, and value-driven brands of these rapidly growing competitors. With the help of agency Landor, Petbarn set out to elevate their brand experience. The ultimate goal: to remind consumers why they—and their pets—love Petbarn.

Creative solution: Retaining the well-known logo and yellow-and-black color palette, the brand refresh focused on creating a family of furry, feathered, and scaly friends. Minimalist animal icons from the old brand identity were replaced with adorable, black-and-white, animated pets. Working with Australian illustrator/animator Marco Palmieri and inspired by the weird and wonderful personalities of pets, Landor transformed Petbarn's identity into a living, breathing, tail-wagging brand.

The new identity makes pets the heroes, putting them at the heart of the Petbarn brand. Customers are liable to see Claudia the cat sitting atop a parking space number, peering out at them from a bus stop ad, or peeking up from below the logo on store signage. In addition to Claudia, each pet, from Barkley the dog to a lizard named Spike, has its own personality and idiosyncratic movements.

Results: The animated pets imbue the new identity with personality and reflect a shift in the business—from mere utility to a deeper sense of caring. The new brand has been rolled out across the retail network, website, and social media channels. Building on the public's reaction to the new pets, Petbarn has launched a campaign asking customers to name each member of the family—a campaign that has seen high levels of engagement.

The solution for us was simple: What better way to breathe new life into the Petbarn brand than by making heroes of our pets? Capturing the unique quirks and characteristics of the very pets we know and love injected a sense of joy that was otherwise missing.

Abi Singmin
Design Director
Landor

Petbarn: Landor

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Piedmont Art Walk

We believe art is a vital part of any community and every curriculum. Our mission is to raise awareness, appreciation, and support for artists in the city and art programs in local schools.

Piedmont Art Walk is an annual fundraising event that celebrates the rich diversity of acclaimed and emerging artists living in Piedmont, California, a small city in the San Francisco Bay Area. Sidewalks, gardens, and front lawns across the city are transformed into outdoor art galleries where local artists display their work. Art is available for purchase, with 20 percent of proceeds going toward public school arts programs.

Art isn't something that just hangs on the wall. By showcasing the artists as people who live in the community, people will look at their city in a new way. The new graphic program was highly visible and captured the imagination of the community. What started as a small program two years ago is already an annual tradition.

Jon Schleuning
Cofounder
Piedmont Art Walk

Process and strategy: Piedmont Art Walk was conceived in 2020, near the beginning of the COVID-19 pandemic, as a safe way to hold a community-wide event and raise awareness for local artists while open studio events were closed. By donating 20 percent of all proceeds to the Piedmont Education Fund, the Art Walk also helps support art in local schools.

Art is often seen as inaccessible. The Art Walk needed a playful identity that would break down the pretense around art, creating an inclusive event for all ages. The visuals also needed to be evergreen, making it easy to promote the event every year.

Creative solution: Design studio Mucho wanted the brand identity to reflect the community-oriented nature of the event. The symbol they created transforms the word "Art" into a walking character—the "Art Walker"—who comes to life in a variety of fun ways. The identity also features pathway-inspired typography and playful copy lines, such as "Artwork from home" and "An exercise in local art."

Because the event involves walking around town to create a socially distanced, COVID-safe environment, Mucho created different animations of the Art Walker. The symbol serves as a recognizable mark for the event, from collateral to exhibit locations, and a reductive, red-and-white color palette catches the eye and builds familiarity across all touchpoints.

With A2 Gothic as a primary typeface, the identity's playful application of type and symbol is designed to be unpretentious. Mucho crafted additional elements to engage audiences of all ages and walks of life, from tote bags, to T-shirts, to a stamp card challenge for the youngest generation of art lovers to collect as they walked from house to house.

Results: Turnout was fantastic, with higher-than-expected numbers of participants, volunteers, and visitors. That this small event aimed at elevating the arts in a local community has won major international recognition is a testament to the power of design to make a difference. Piedmont Art Walk has received international recognition for logo design, typography, and creative use of budget. More importantly, the event raised over $17,500 for art programs in Piedmont public schools.

Piedmont Art Walk: Mucho

Saga

Saga is the UK's specialist in products and services for life after fifty. We are constantly evolving to stay close to our customers.

Saga is a leading provider of products and services for customers over the age of fifty in the UK. The brand has been carefully developed over the past seventy years to become a recognized, trusted brand—virtually synonymous with the over-fifty market. Saga is recognized for its high-quality products and services, including cruises and holidays, home and motor insurance, savings and share dealing, and the award-winning *Saga Magazine*.

SAGA

SomeOne created something impactful, yet elegant and modern—inspired by our heritage. Importantly, it stands out in all of the different markets we serve. The reaction from colleagues and customers has been beyond our expectations.

Stuart Beamish
Chief Customer Officer
Saga Group

Process and strategy: Saga champions the experience and wisdom of people over fifty—the fastest growing demographic in the UK. This group already represents over a third of the UK population, holds the most spending power comparatively, and contributes billions of pounds to the economy each year in paid employment, volunteering, charitable donations, and grandparenting. However, despite the significance of this group—and rising awareness of the need for greater cultural representation of gender, race, and disability—age is often left out of the conversation and those over fifty are either invisible or marginalized in cultural content. Only 29 percent of TV ads feature characters over the age of fifty, with just 12 percent in lead roles.

According to Lisa Edgar, Saga's chief insight officer, it was time to "rethink the idea of getting old." The brand work for Saga, led by design practice SomeOne, aims to make people think differently about age and celebrate "Generation Experience."

Creative solution: SomeOne crafted a new wordmark to take the lead across all channels—from cruise ships to collateral. Anchoring the new brand in their client's heritage as a travel company, the agency also created a new symbol inspired by the ornamental design of the railings at Saga's first hotel. The visual identity system also includes a new typographic system, which plays a particularly important role in *Saga Magazine,* one of the nation's most popular publications.

Based on research findings that this audience associated a visual theme of marbling—such as that seen in the endpapers of books—with high quality, SomeOne worked with London-based marbling specialist Lucy McGrath to create bespoke marbling patterns for Saga. These hand-crafted patterns were then painstakingly digitized. The fact that marbling requires skill, has historic references to quality and craft, and results in unique patterns made it the perfect visual theme for Saga.

Results: Saga's new brand strategy champions the discerning, sharp, and savvy over-fifty generation. Based on the visual and verbal identity work completed by SomeOne, Saga worked alongside advertising agency VCCP to bring their digital presence to life. The refreshed brand identity was applied to all key channels and rolled out in 2022. The seventy-year-old, purpose-led business is now well positioned to build longer and deeper relationships with its customers and lead a national conversation about age.

Saga: SomeOne

Salehiya

For over fifty years, Salehiya has played an integral role in the rapid expansion of the healthcare industry in the Kingdom of Saudi Arabia.

Salehiya, a leading healthcare company in the Kingdom of Saudi Arabia, was established in 1964 by Sheikh Mohammad Bin Saleh Bin Sultan, who had the vision to improve the way healthcare was being delivered in the country. He began by creating a hospital to cater to the needs of his own family; over the years, he has expanded Salehiya into a leading healthcare distribution and supply chain entity.

Goals

Reposition to win in the market.

Maintain market leadership.

Maximize brand value and awareness.

Transform the customer experience.

The rebranding of Salehiya marks a new era for our company and the healthcare industry in Saudi Arabia. Our commitment to innovation and excellence is reflected in our bold and transformative new brand, and we look forward to the positive impact it will have on our customers and partners.

Faisal Bin Sultan
Board Member
Salehiya

While an uplift of the brand identity prompted the project, the Salehiya team was clear that, in order to keep winning in the rapidly changing Saudi Arabian market, they also needed to reposition the brand. Key stakeholders and executives showed great passion and openness during strategic workshops we conducted to help them uncover their true purpose. Outcomes of those workshops, including a redefined, differentiated business model and a new set of values, inspire Salehiya's 1,000-plus employees every day.

Mohamad Badr
Chief Strategy Officer
Brand Lounge

Icons for internal communications in both English and Arabic

Process and strategy: For over fifty-seven years, Salehiya has been striving to improve the overall healthcare experience in Saudi Arabia. With healthcare as one of the key objectives in the Kingdom's Vision 2030—a strategic road map for the nation—Salehiya saw the increased relevance of similar national companies and the opportunity to make a vital contribution to this vision.

Brand Lounge, a strategy-led brand consultancy in Dubai and Riyadh, conducted a series of stakeholder interviews and workshops with the Salehiya leadership team to understand the current state of the brand. They then devised a positioning strategy to reinforce Salehiya as a leading player in the region's healthcare system, elevating the healthcare experience to shape the well-being of the Saudi community.

The end goal was for Salehiya to raise the bar in healthcare and, in doing so, become a driver of innovation in the region, bring value to internal stakeholders, craft solutions that enhance the value chain, and act on the basis that the well-being of the community comes from the well-being of each individual.

Creative solution: Brand Lounge set out to differentiate Salehiya against not only local competitors, but leading organizations within the healthcare industry at large. Crafting a unique positioning focused on transformation, the consultancy designed a new logo that represents metamorphosis, symbolically inspired by the process whereby caterpillars transform into butterflies.

In addition to shifting from a traditional, predictable logo to something more purpose-driven, Brand Lounge updated many aspects of the Salehiya brand, including bilingual Arabic and English social media profiles, an iconography style for internal communications, and a series of white papers that position the company as a thought leader. The new brand identity has also been applied to campaigns and initiatives, such as an "Act of Kindness" card set for Ramadan and the revamped office branding at Salehiya's headquarters and locations across the country.

Results: Today, Salehiya plays a more active role in Saudi Arabia's healthcare system by distributing the latest in innovative healthcare solutions to patients around the country. The rebrand has been widely communicated across the Kingdom of Saudi Arabia and beyond and has resulted in a range of opportunities for expansion and business growth.

Salehiya: Brand Lounge

Santa Barbara Botanic Garden

Native plants sustain all life on Earth. So, with our deep understanding of the nature and evolution of plant diversity, Santa Barbara Botanic Garden protects and restores native plants and habitats from backyards to the backcountry—starting with California.

As the first botanic garden to focus exclusively on native plants, Santa Barbara Botanic Garden has dedicated nearly a century of work to better understand the relationship between plants and people. With a shared passion for the natural world, their team of scientists, horticulturists, and advocates from across industries unite to conserve native plants and habitats for the health of our planet and ourselves.

Santa Barbara Botanic Garden

Goals

Sustainably maximize visitation.

Build a community of advocates—expand the membership base.

Increase donor support.

Increase awareness of native plants.

The branding work we did in partnership with J2 has breathed new life into Santa Barbara Botanic Garden. While the organization remains steadfast in its mission to conserve native plants and habitats, we're now poised to bring this message to the next generation of conservationists in a way we could have never done prior.

Jaime Eschette
Director of Marketing + Communications
Santa Barbara Botanic Garden
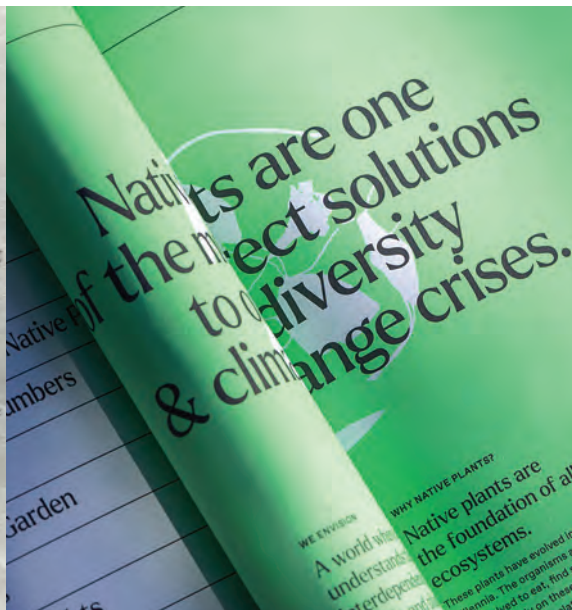
so we help plants so plants help us we help plants

Our new brand has elevated our organization and enabled us to attract new talent to help carry our mission forward.

Jill Freeland
HR Director
Santa Barbara Botanic Garden

The new brand is built on an inspiring and unifying foundation of three simple concepts—foster love and appreciation, transform knowledge into solutions, and lead with hope and optimism.

Cara Cox
Creative Director
J2

Process and strategy: With an almost 100-year legacy of native plant conservation, Santa Barbara Botanic Garden was still widely perceived as just a pretty place to visit. To achieve their mission of inspiring the public to harness native plants as a solution to climate change, the organization needed to assess their brand position, rethink their brand voice and visual identity, and reimagine their messaging from the ground up.

Branding agency J2 set out to gain a 360-degree view of the organization by hosting a series of workshops and interviews with a wide range of stakeholders, from members and volunteers to internal teams, leadership, and the board. The agency then conducted a full brand audit of the garden's current and archival collateral, as well as meeting with the organization's communications team to identify core templates and tools they'd need once the rebrand was complete. Finally, J2 performed a regional competitive analysis and a deep dive into relevant cultural trends, gaining knowledge and insights necessary to reposition the garden as a model for global conservation.

Creative solution: Achieving the garden's primary goal of awareness and behavior change meant positioning them not only as an advocate for native plants, but also as a global model for environmental conservation. By transcending the concept of their physical space or location and unifying their distinct departments under one

primary purpose—harnessing the power of native plants as a solution to climate change—J2 was able to shift how the organization saw themselves internally and communicated externally.

Inspired by the brand platform, J2's team worked with Santa Barbara Botanic Garden to bring their purpose to life. They explored tone of voice, archival imagery, photography that pairs people with plants, and data visualization to enhance the conservation narrative. The resulting brand identity is provocative, but friendly. The new logo is inspired by DNA coding, tree rings, and other natural phenomena, while the color palette is inspired by the garden's landscape. As a whole, the new brand invites the public into the garden's mission, fostering a heightened sense of connection between plants and people.

Results: The rebrand has unified the garden around a singular vision. In addition to aligning internal teams around what the organization stands for and how it wants to be perceived, the work has increased efficiency in developing internal and external communications, marketing materials, and brand applications. Leading with a contagious optimism that green thumbs can save us all, the new brand harnesses the garden's vibrant energy and inspires each one of us to plant with purpose and protect our habitats—one native plant at a time.

Santa Barbara Botanic Garden: J2 Design
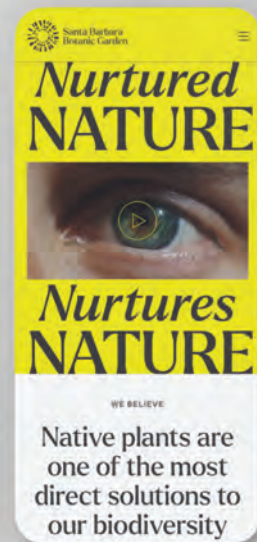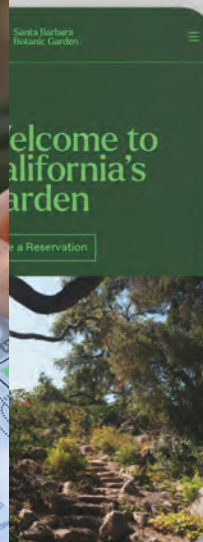
Sense

We created SENSE to make safe play sexy and accessible by giving away one condom for each one bought. By partnering with organizations that uphold sexual freedom, education, and inclusivity, we're flipping the script and making safe sex available to all.

Sense is a sexual wellness brand embracing the world of play, from that first electric brush of skin to the steamy ravishings that follow. With Sense, safety isn't an afterthought or intrusion—it's a seamless part of the journey. Whether it's tearing off a condom wrapper or revealing a new accessory, Sense wants every intimate moment to feel sensual, playful, and fun.

Goals

Create packaging that enhances the moment instead of ruining it.

Talk about sexual wellness in a sexy, thought-provoking, open-to-everyone way.

Stay away from the loud-but-empty positioning of mass market brands.

Our brand's design is fundamental to our mission of normalizing and celebrating sexual wellness. Since our first meeting with BUCK, we knew we'd be building something special. Based on our vision, they were able to create a bold, purposeful design that is global and inclusive—as the brand is sold across different countries. BUCK crafted branding that challenges outdated attitudes and empowers individuals to prioritize their sexual health, all while enjoying the experience.

Jacky Zeigen + Joel Laib
Cofounders
Sense

Process and strategy: Sense was ready to burst onto the sexual wellness market. Targeting Millennials and Gen Z, the company brought in global creative company BUCK to cultivate important conversations in the sexual wellness space and break down the stigma surrounding sexuality. The agency's first hurdle was to ensure Sense's products would stand out on store shelves. By analyzing the state of the market, BUCK defined an approach for Sense to make the most impact possible in the aisle, resulting in a bold and minimalist visual system dubbed "foreplay." The visual identity system BUCK created is as sexy as it is bold.

The brand's second challenge was to distinguish itself in the saturated direct-to-consumer social media landscape. To achieve this, BUCK helped develop a witty, lavish, and sultry tone of voice to quickly capture the audience's attention.

Creative solution: BUCK crafted a thoughtful, playful, and sexy brand identity that works equally well online and on store shelves. Marketing templates, brand photography, and a toolkit that consists of grids, typography layouts, color systems, 3D-rendered sexy shapes, and expanded logo usage give the brand a memorable and timeless online presence.

Next, BUCK established an evergreen, "buy one, give one" campaign around the idea that everyone deserves the freedom to explore with confidence. Based on research, Sense decided to focus their initial efforts at home in the United States. The US political climate is rife with conflict and polarization; unfortunately, sexual education, freedom, and inclusivity have become increasingly politicized as legislatures around the country pass laws that ban or limit choice and threaten free speech. In light of these homegrown challenges, Sense will be a strong advocate for safe access to sexual education and contraception in the US.

This focused brand narrative will sharpen Sense's brand story and heighten consumer awareness. By partnering with organizations that uphold sexual freedom, education, and inclusivity, Sense is flipping the script and making safe sex available to all—no shame, no censorship, no BS.

Results: Sense burst onto the sexual wellness market in 2023 with a confident, sexy brand identity, unique tone of voice, and comprehensive brand toolkit. By establishing itself as a thought leader in the sexual wellness space, Sense hopes to make a meaningful impact on the way society views and talks about sexuality.

Developing the brand identity for this wonderful and cheeky sexual wellness company was a dream come true. BUCK's relationship with Sense was unique and filled with trust, exploration, and a shared passion for pushing boundaries. The identity and packaging design reflects a brand that dares to champion sexual openness, diversity, and acceptance. Together, we're breaking down barriers and paving the way for a more inclusive and sex-positive world.

Liron Eldar-Ashkenazi
Creative Director
BUCK

Sense: BUCK

Spotify

With millions of tracks and episodes at your fingertips, Spotify makes it easy to find your music or podcast, whether you're behind the wheel, working out, partying, or just relaxing with friends.

Spotify was founded in 2006 by Swedish tech entrepreneurs Daniel Ek and Martin Lorentzon. Offering free and paid subscriptions, Spotify provides access to over 82 million songs, as well as podcasts and audiobooks. The brand is available in over 180 countries, making it the world's most popular streaming service, boasting over 400 million monthly active users.

A duotone treatment, inspired by psychedelic artwork on 1960s music posters, gives artist photography a consistent look.
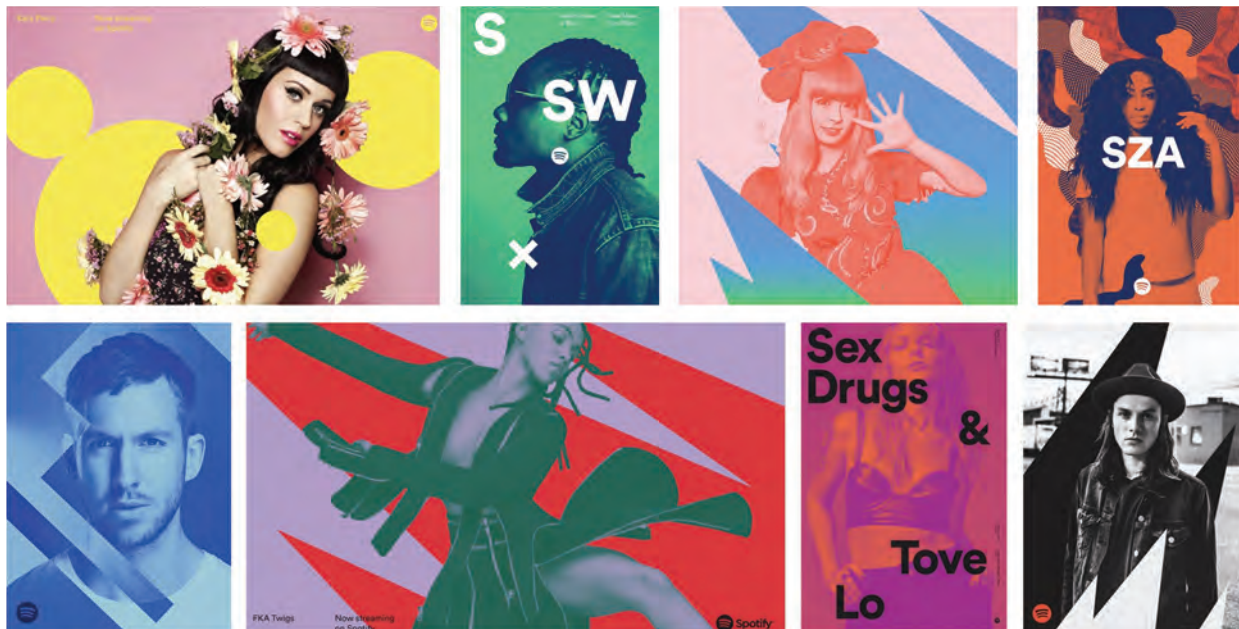
Goals

Transform from a successful technology platform to a leading entertainment brand.

Create a new, more comprehensive brand operating system.

Encourage new ideas and evolving expressions.

Artistically capture the moment of emotional connection with a song, artist, or performer.

Build the brand coherently across all brand expressions.

Yes, we are a technology brand, but we're also a music brand, and we wanted our identity to reflect our connection to music culture—we wanted a more expansive and expressive visual language that allows Spotify to amplify content in a more interesting and dynamic way.

Alexandra Tanguay
Global Brand Director
Spotify

Process and strategy: Spotify was a new and increasingly popular music streaming service, but it realized what many fast-growing tech companies do: It takes more than a great product to succeed in the long-term. It takes a great brand.

Younger music lovers, more educated and connected than previous generations, are more intentional in their choices and daily routines. They expect a heightened level of service from each of their carefully selected products and services and want their tastes to be anticipated, whether they're on a run, studying, or dining with friends. In short, they want an experience that understands them and delivers at or beyond expectations.

In 2014 Apple acquired Beats. Then Google started marketing Google Play more heavily. The race was on to build the most successful music-streaming brand in the world. Spotify had been focused on great engineering, but it also recognized the need to position its new technology as a more motivating, enduring brand.

Creative solution: The evolved brand, created with transformation design company COLLINS, sought to capture the moment when someone makes a personal connection with an artist and a song—when they cry, cheer, scream, sing, jump, or get chills. Or, as phrased in the strategy work done by COLLINS, when they "burst" with emotion.

The new system expressed what COLLINS called "the soul of the Spotify brand" through a complete reworking of the brand's design approach, graphic elements, typography, photography, a visual language of visual "bursts," and a new, generative illustration technology (leveraging thirty-one integrated colors). That expression was then extended across all touchpoints, including the product, communications, advertising, full-scale digital ecosystem, and environments like Spotify House at SXSW and Rap Caviar.

Results: Since the introduction of the revitalized brand in 2015, Spotify has become the international market leader in music streaming and a household name. Meanwhile, COLLINS's relationship with Spotify continued, including work related to brand architecture, expansion across Asia, and the creation of an artist-facing voice for the brand. *Design Week* and *Fast Company* identified the new expression as a defining identity project of the year, becoming a benchmark for dynamic brand systems.
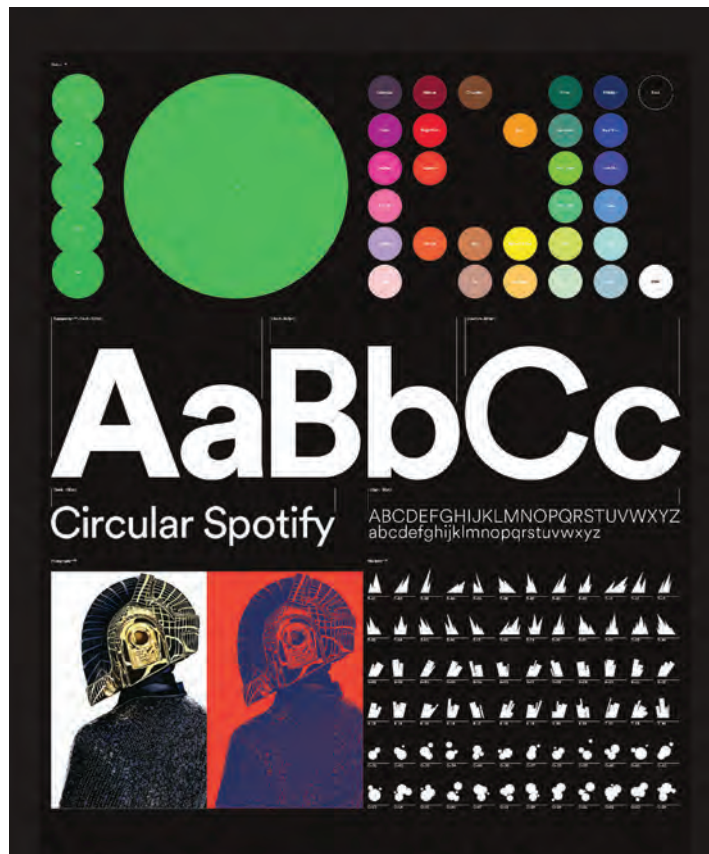
Spotify generates gigabytes of content every day, which needs to be both familiar to their users, always feeling like Spotify, but also surprising, keeping users intrigued. Plus, as a global brand, it needs to always modulate its expression to appeal to many different audiences across many different nationalities.

Leland Maschmeyer
Cofounder
COLLINS

A poster given to Spotify employees who "touch the brand" depicts components of the new visual identity system.

Spotify: COLLINS

Sun Day Carwash

Sun Day Carwash is on a journey to build the modern car wash. From state-of-the-art equipment to unmatched membership perks, we are building the best car wash experience in the world.

Sun Day Carwash is a modern car wash using technology to improve the experience and build a stronger business and brand. With the intent of creating an iconic, national-scale car wash platform that endures for decades, Sun Day opened its flagship location—San Luis Obispo in the Central Valley of California—in 2022.

Goals

Create a one-of-a-kind car wash brand.

Evoke feelings of renewal, pride, and accomplishment.

Make the car wash a desirable destination, not a chore.

Simply communicate services and benefits.

Develop a trusted and repeatable consumer experience.

Actively engage with local communities.

There's only one errand I run where my kids beg me to come along, and that's the car wash. There's something about the car wash that sets it apart—it's fun, it's renewing, and it makes you feel good. When we started Sun Day, our goal was to bring out the best of the car wash by injecting modern technology to offer up a unique and memorable car wash experience.

Justin Holland
Founder + CEO
Sun Day
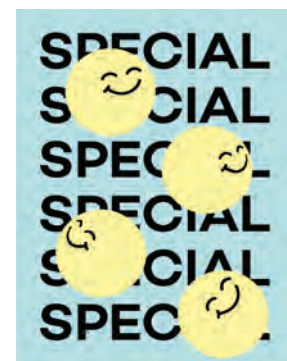
Process and strategy: Sun Day partnered with design agency Enlisted to develop a new industry leader in the car wash industry—one with a cohesive consumer brand and unique user experience. Unlike many design and branding projects, this work would directly impact Sun Day's viability and success as a start-up in terms of investment potential and proof of concept.

Enlisted was tasked with disrupting the $15 billion car wash industry by redesigning the modern car wash and transforming a commoditized experience into something special. The agency began with a robust strategic definition phase rooted in data-backed analysis to understand the current car culture and car wash industry in the United States. The team's ultimate goal was to develop a differentiated, cohesive consumer brand experience with the potential to lead the category and scale nationally.

Creative solution: Reframing the car wash experience from a necessary chore to a voluntary, delightful event began with a deep understanding of users' emotional state throughout the entire car wash journey. Enlisted worked to strengthen the moments that encouraged feelings of accomplishment and pride while solving for pain points that detracted from these feelings.

Research showed that drivers saw many older car washes as dirty and dingy; how can a dirty car wash make a car truly clean? That insight led to a name, logo, and physical space—with bright interior lighting and minimalist signage—designed to evoke the joy of a clean car on a sunny day. To make the process easier and more enjoyable, Enlisted suggested simplifying the car "handoff" with a digital tag on the windshield, leading to a more high-touch, low-anxiety experience.

Results: Sun Day successfully launched its first proof of concept model in San Luis Obispo, California, in 2022. The Sun Day brand experience unlocks a new reality for the car wash industry—the first car wash brand to center around users' needs by providing a memorable occasion that isn't simply transactional. As it scales nationally, each Sun Day location will be designed and branded to reflect and support the community in which it resides.

We love unloved markets. Sun Day is redefining the entire car wash experience by creating a brand that is as refreshing as the sunny day itself.

Beau Oyler
CEO + ECD
Enlisted

Sun Day Carwash: Enlisted

US Open

No stage shines brighter than this one. Because here, the stars outshine the lights and the action goes way beyond the lines. Here, new names will battle the sport's biggest names. Challengers will rise, champions will be crowned, and the spectacular can be found in every moment.

The US Open Tennis Championships is the fourth and final Grand Slam tournament following the Australian Open, the French Open, and Wimbledon. Broadcast in over 200 countries, the US Open is the world's most attended annual sporting event. The total prize money awarded to athletes tops $60 million. The US Open is held annually for three weeks, beginning at the end of August, at the USTA Billie Jean King National Tennis Center in New York City.

Creating a brand system that maintained a premium aesthetic and ensured consistency and cohesion across all consumer touchpoints was paramount.

Nicole Kankam
Managing Director
Pro Tennis Marketing + Entertainment
US Open

Process and strategy: To tell the story of a sports and entertainment spectacular in a more contemporary way that would appeal to broader audiences, the US Open brought in independent design firm Chermayeff & Geismar & Haviv. The agency began by working with the internal team at the US Open to commission a market research study to see whether people associated the name *US Open* with tennis or golf. Respondents were equally divided. This suggested that the name needed to be paired with a symbol that made some reference to the correct sport—an insight that guided design explorations.

Given a directive from the US Open that the flaming ball was a sacred cow, Chermayeff & Geismar & Haviv also wanted to understand whether the public recognized the flaming ball identity. A parallel market research study showed that while recognition of the identity among casual sports fans was lower than expected, it still had equity. However, the rendering was outdated.

Creative solution: The agency explored hundreds of renditions of flaming tennis balls, then narrowed these designs down to seven that were presented to a small team at the US Open. In conversation with the client team, Chermayeff & Geismar & Haviv honed in on the most innovative

and effective design solution, then built a second presentation around this logo to make the case to the USTA Board and Senior Leadership.

The new mark is an evolution of the flaming ball idea, distilled to its essence to work as a simple icon. The new, modern symbol is paired with italic, lowercase, sans serif typography, with the name held together by a mirror-image U and N. The new typography has a completely new, more contemporary character.

Results: The new brand identity expresses the energy, spirit, and velocity of the flaming tennis ball and the US Open itself, while modernizing the look and providing a more youthful appeal. The identity is optimized for applications on everything from apps and Instagram to billboards, print ads, and swag.

In 2019, the year after the rebrand, the US Open saw record attendance—853,227 fans across the three weeks of the tournament—before pausing fan attendance in 2020 due to COVID-19 restrictions. In 2022, attendance records were broken again. For the first time in the twenty-five-year history of Arthur Ashe Stadium, every session was sold out.

US Open: Chermayeff & Geismar & Haviv

Viva

Since our founding in 2009, Viva has transformed travel in Colombia and surrounding countries. We were the first airline to bring the low-cost model to the region, democratizing the skies and giving millions the chance to travel by plane.

Viva Air is the leading low-cost airline in Colombia and the surrounding region. It operates domestic routes in Colombia and Peru as well as seven international routes to the United States, Mexico, and Peru. The airline has transported more than 28 million passengers and is recognized for its proven safety protocols, punctuality, and for having one of the most modern fleets in Latin America.

Goals

Reposition the airline from "cheap" to "accessible, fresh, and professional."

Simplify the name.

Redesign the visual identity with a disruptive approach.

Shift the color palette from local to international.

With this disruptive change, we seek to stand out in the airports and skies that we transit. We are very proud of our eye-catching livery.

Francisco Lalinde
Interim President + CEO
Viva

Designing the logo under the design principle that we coined as "game of letters" led us to the idea of "boomerang," which translated into a dynamic, attractive, and distinctive identity.

Juan Carlos Otoya
Executive Creative Director
SmartBrands

Process and strategy: When Viva expanded and modernized its fleet, adding fifty new aircraft, the airline saw an opportunity to update its livery and express the brand's new positioning, "Viva Attitude"—reliability and freshness combined. Updating its name from *Viva Colombia* to *Viva Air,* the company hoped to express a more international character as well. However, without a new visual identity, the new name initially went unnoticed. Viva knew it needed a more comprehensive and disruptive change to truly transform how the airline was perceived, and brought in SmartBrands, a leading brand consultancy in Bogotá, to complete a rebrand. The new identity would need to match its compelling promise of "new everything": planes, attitude, destinations, flight frequencies, services, and opportunities to choose.

Creative solution: Viva's new logo is expressive and energetic, just like its name, which means "live" in Spanish. The letters in the logo, inspired by the shape of a boomerang, were designed exclusively for the brand. The resulting,

aerodynamic logo projects agility, confidence, and simplicity. The letters of the logo take flight across the aircraft's livery, tracing a boomerang's flight path until they reach the plane's tail. This pattern, along with a bright yellow and blue color palette, make the plane stand out—whether it's in the sky or at the airport. The optimistic, joyful yellow was retained from the previous visual identity for continuity, but brightened to make the brand more bold, distinctive, and memorable. The color palette was also purposely shifted away from Colombia's national colors in order to give the refreshed brand a more international character, a signal of its regional expansion plans.

Results: The new logo and livery maintain and enhance Viva's fresh spirit while incorporating a more contemporary look and feel that helps project the reliability and punctuality with which Viva operates. The airline's new visual identity is not only more visible and identifiable, but also a better expression of its promise to change the rules of aviation in the region, supporting connection, development, and the opportunity to fly.

Viva: SmartBrands

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The greatest gift from writing this book is connecting with colleagues around the world—from CEOs to design and marketing directors to professors to entrepreneurs and people in government agencies. It has been an honor to be part of your passion and process as you build and design the brands of the future.

Alina Wheeler is a branding expert and sought-after speaker whose invigorating presentations are enjoyed by design and business audiences across the US and internationally. She has led branding and design teams for public and private companies. She's been in the design trenches and in CEO presentations. She's helped brand companies, products, and initiatives, using the proven process outlined in this book.

Rob Meyerson is a brand consultant who works with business leaders to build identities for their organizations, products, and services. Beyond names and logos, he believes identities are defined through beliefs, words, and actions. He has led brand strategy teams at global branding agencies and small boutiques in the US, Shanghai, and Southeast Asia. His past clients range from start-ups to the Fortune 100.

For comments, consulting engagements, and speaking inquiries: hello@dbibook.com

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@robmeyerson

Ten things you never knew about Alina Wheeler

My maiden name is Alina Radziejowska and Polish was my first language. My father was a sea captain—who regaled me with tales of his adventures in the ports of the world.

I have always been fascinated by how people express themselves through their words, actions, values, and stories.

My introduction to brand architecture was color-coding my sins at catechism in second grade.

I have worked with public companies, private enterprises, nonprofits, and visionaries with big dreams.

I have been married to Santa Claus since 7-7-77. Check out santaclassics.com. We have two daughters and two grandchildren.

My soul resides on a mountain. When not traveling or in Philadelphia, we live in a home called Skylight in the Adirondacks.

I saw the Beatles live in 1963, met Mick Jagger for a nanosecond in 1966, and am obsessed with David Bowie.

My mantra: Who are you? Who needs to know? How will they find out? Why should they care?

Words I try to live by: It's never too late to be what you could have been.

Writing this book has given me the gift of new friends and like-minded souls on every continent. And this edition is my swan song.

Ten things you never knew about Rob Meyerson

I'm the son of a school librarian and a calculus professor. My older brother is a Google software engineer. Our house was full of good books and complex mathematics.

I planned on studying computer science, but discovered psychology my freshman year of college and fell in love with it.

My introduction to the power of branding was when my brother dubbed me—a whiny toddler at the time—the *fuss midget*.

I've written a book, taught an online course, and created a season of a podcast *(How Brands Are Built,* season one) all about brand naming.

I am 6'5" (195 cm). My wife is 5'3" (160 cm). We have a son and a daughter. So far, they are of average height.

When I was about three, I said I wanted to be a blue statue when I grew up.

I played saxophone in the high school marching band. We stood very still at attention—almost like statues. Our uniforms were blue.

As Global Head of Brand Architecture and Naming at HP, I led a small team triaging inbound requests from any of 300,000 employees.

I'm working with *New Yorker* cartoonist Dan Misdea on a book of gramograms like "A B @ C" (A bee at sea). Check out gramograms.com.

Writing this book has been more work than I expected. (I expected a lot.) It's also been more rewarding than I could have possibly hoped for.

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