

## Coca-Cola

Coca-Cola brings joy. It's happiness in a bottle. Let's find the truth and celebrate it.

The Coca-Cola Company is the world's largest beverage company, and one of the world's most valuable brands. People in more than 200 countries enjoy more than 500 still and sparkling beverage brands at a rate of 1.7 billion servings a day.

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### Principles of iconic brands

Developed by Turner Duckworth

Confidence to be simple

Honesty (no overpromising)

In tune with the current culture

Highly considered use of icons

Attention to details

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### Goals

Make Coca-Cola feel happy, fresh, and honest.

Visually leverage the trademark's iconic, enduring values.

Drive compelling, cohesive 360 brand experiences.

Evoke meaningful and memorable consumer connections.

Reestablish Coca-Cola's reputation as a design leader.

**This strategy inspired a multidimensional design language that amplifies Coca-Cola equities across all consumer touchpoints.**

Vince Voron  
Head of Design  
Coca-Cola North America



**Process and strategy:** Coca-Cola is the most valuable and recognized brand in the world. Its trademark and contour bottle design are ubiquitous cultural icons. In late 2005, Coca-Cola North America engaged Turner Duckworth with the design goal of making the brand feel happy, fresh, and honest. The process began with analyzing Coca-Cola's heritage and visual assets, and demonstrating how leadership brands use design and visual identity to achieve a competitive advantage. There was agreement that Coca-Cola's identity had become cluttered, uninspiring, and static. Given the rapid pace of change in today's consumer society, the team felt that Coca-Cola's identity needed to be dynamic and constantly relevant to the culture. Turner Duckworth identified five principles of iconic brands to guide the design thinking against the brand idea "Coke brings joy."

**Creative solution:** Turner Duckworth focused on Coca-Cola's iconic elements that no other brand can own: the white Spencerian script on a red background, the trademark contour bottle, and the dynamic ribbon. Turner Duckworth showed what the design of "Coke brings joy" looks like and feels like across multiple touchpoints, from cups to trucks to environments. Turner Duckworth examined the entire visual identity toolbox: trademarks,

icons, color, scale, symbols, patterns, forms, typography, and photography. At various stages of the process, designs were sent into research to verify that they were aligned with company strategy. The new bold and simple design strategy leveraged the trademark's enduring and emotional appeal. The design has the simplicity, confidence, and flexibility to work in different environments and media. It was designed to be in tune with the culture. The value of design leadership was discussed with key decision makers. The new design guidelines were developed and posted online for suppliers, creative partners, and design centers around the world.

**Results:** The revitalized visual identity has made the brand relevant to a new generation, reconnected with people who grew up with the brand and increased sales. Turner Duckworth and the Coca-Cola Company received a number of global awards including the coveted Design Grand Prix at the Cannes Lions International Festival of Creativity and the Gold Lion for its aluminum bottle. The design strategy gave Coca-Cola a new leadership position that is now expanding across other key brands. Furthermore, it has helped the company attract creative talent from organizations like Nike and Apple.



**The secret to making work like this happen is passion, persuasion, and perseverance.**

David Turner  
Principal  
Turner Duckworth

Coca-Cola: Turner Duckworth

## GE Brand Central

GE is imagination at work. GE people worldwide are dedicated to turning imaginative ideas into leading products and services that help solve some of the world's toughest problems. GE works.

GE is a diversified infrastructure, finance, and media company taking on the world's toughest challenges. From aircraft engines and power generation to financial services, medical imaging, and television programming, GE operates in more than 100 countries and employs more than 300,000 people worldwide.



### Goals

- Better share GE's brand strategy and brand story.
- Expose GE employees to best branding practices.
- Increase brand engagement for employees.
- Activate important initiatives like GE Works.
- Expand on the success of the site.

**Our goal was to share GE's brand strategy and create an engaged community of brand advocates.**

Ivan Cayabyab  
Global Brand and Digital Manager  
GE

imagination at work Brand Central  → SEARCH

home our brand brand essentials **ge works** guidelines community downloads

The Monogram  
Tagline  
Color Palette  
Font  
Tone of Voice  
Imagery  
White Space  
Brand Architecture

Wherever we are, we strive to build an image for GE defined by the same four powerful attributes: leader, innovative, dynamic, and approachable.

### Brand Essentials

The guidelines in this section will help you leverage the GE brand. They explain the basic elements of the system and demonstrate their correct use. These elements — the GE Monogram, brand architecture, color palette, typography, tone of voice and imagery style — are the keys to creating the brand expression.

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**The Monogram**  
The GE Monogram reflects our heritage, and lays a solid foundation for our future. Its consistent look across all applications embraces a wide color palette, and reflects our customer-centric philosophy of being friendly, open, approachable and a part of the world we live in.

**Tagline**  
The "imagination at work" tagline and campaign symbolize the creative spirit and can-do attitude of GE people. Together we offer technologies and services that make a difference for our customers.

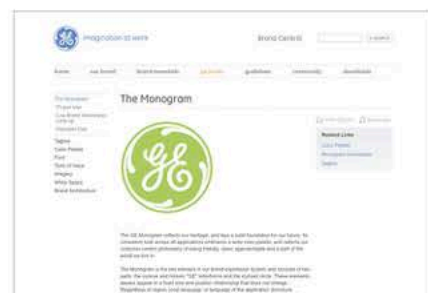
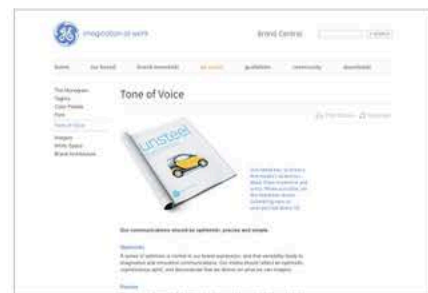
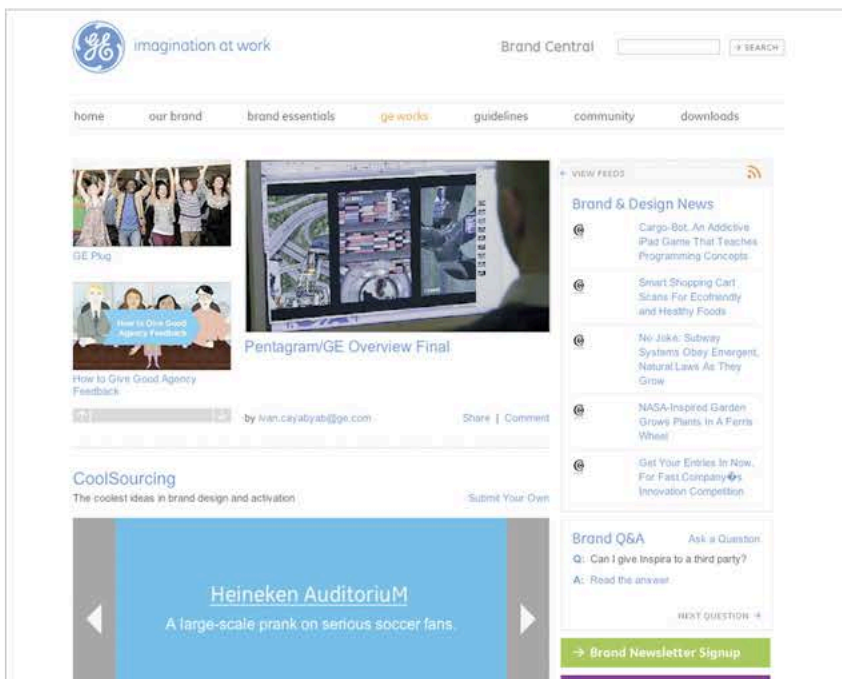


**Process and strategy:** GE has a history of brand focus. "For GE, imagination at work is more than a slogan or tagline. It is a reason for being," says Jeffrey R. Immelt, CEO. It has been diligent about protecting its brand assets (name, trademark, tagline) and its monolithic brand architecture is applied consistently across sectors and around the world. Continuous improvement requires that existing processes and tools be reevaluated periodically to be sure they are clear, state-of-the-art, and engaging. In 2008, the GE Brand Management staff began a process to validate current practices and recommend improvements. This started with surveys of GE Brand Central users to determine issues and opportunities moving forward. The results identified several areas for improvement, including how information is organized and searchable; cataloging of resources such as logo, image and template files; integration of best practices; and establishing a platform with expansion capabilities. Executive support was secured to move into a site enhancement project that would shift the focus from guideline compliance to brand engagement.

**Creative solution:** GE partnered with Monigle Associates to develop the next generation GE Brand Central. The initial steps for the project were focused on integrating the summary of the survey results into a scope of work document that would deliver an enhanced experience for users

and improve brand management processes. Specific functions and content were identified, as well as future phase modules to extend the site over the long term. The project required collaboration with agencies as well as GE's design team. The new configuration includes a more robust brand strategy section, enhanced guidelines and policies, new search functionality to distribute brand assets, a best practices library, project management tools to collect new creative services projects and manage them through implementation, and a content management system to facilitate site updates by GE Brand Management team members and agencies.

**Results:** GE Brand Central was relaunched in February 2009, supported by a significant communications campaign to build awareness and usage. The site is generating consistently positive reviews from both power and occasional users. Feedback validates that key improvement objectives have been met. Site usage is up 25% compared to peak usage patterns of the previous site. Other metrics track efficiencies in creative services project submissions, distribution of brand assets, most popular content, and overall ROI contribution of the site. The site was updated again in 2011 to reflect the strategic imperative of sharing brand best practices with employees. It includes a video library, and Brand News with daily feeds.



GE Sponsorship Central: Monigle Associates

## Good Housekeeping Seal

When the Good Housekeeping Seal was first introduced in 1909, we were protecting consumers from tainted food, and advocacy remains our mission today.

Founded in 1885, Good Housekeeping is a trusted name for providing essential information about food, diet, and consumer products. The Good Housekeeping Seal itself has long been known by consumers for its quality reassurance on a wide range of consumer goods.



### Goals

Redesign seal to commemorate Good Housekeeping's one hundredth anniversary.

Revitalize the seal to better reflect the company's heritage.

Develop a classic look that will stand the test of time.

The Seal has been a cornerstone of the Good Housekeeping brand, and, along with the Good Housekeeping Research Institute and the magazine itself, has made this the most trusted brand in America.

Rosemary Ellis  
Editor-in-Chief  
*Good Housekeeping*



July 1909



December 1911



December 1913



July 1929



November 1941



June 1962



July 1975



1997



**Process and strategy:** The Good Housekeeping Research Institute (GHRI) was formed before there was an FDA and a Pure Food and Drug Act. As an early proponent of consumer protection, *Good Housekeeping* magazine created testing labs to evaluate products for their readers. Products advertised in the magazine that bear the seal are tested by GHRI and are backed by a two-year limited warranty.

To celebrate the one hundredth anniversary, Good Housekeeping commissioned a new seal to be drawn by Louise Fili Ltd. Director of Brand Development Sara Rad wrote a brand brief, searched through the archives to uncover the seal's history, and organized a small team of decision makers. There had been a total of eight different designs of the seal since 1909. "Good Housekeeping was seeking an update that would seamlessly combine its classic history with a modern type aesthetic. The goal was to design this one to last a long, long time."

**Creative solution:** The Seal's many revisions have always been a reflection of the style of the times. Right from the start, Louise Fili and the committee at Good Housekeeping knew they wanted the Seal to convey a timeless quality. According to Fili, "I wanted the Seal to look as

though it had always been there—classic but not retro. And in a style that exudes reassurance and trust." Having done design makeovers for many companies, she learned that a lot can be changed, as long as at least one element stays the same. In this case it was immediately apparent to her that the oval needed to stay, as well as the star, if possible. Fili also revisited the typeface in this makeover, opting for Neutraface—a classic set of letterforms based on the work of famed modern architect Richard Neutra. The design process also took into consideration that the Seal would be reproduced in dramatically different scales and media.

**Results:** The new and improved Good Housekeeping Seal made its debut on the *Today Show*, on a float at the Macy's Thanksgiving Day Parade, and on a billboard in Times Square, all in the same week. The magazine planned an entire year of Seal-related features for its 25 million readers. To honor the Seal's birthday, the doors of GHRI in New York City were opened to the public so consumers could see firsthand how Good Housekeeping evaluates everything from electronics to vacuums to clothing on its state-of-the-art testing equipment.

I wanted the seal to look as though it had always been there—classic but not retro. And in a style that exudes reassurance and trust.

Louise Fili  
Founder and Designer  
Louise Fili Ltd.



## Herman Miller

Herman Miller stands for a better world around you—whether you are a customer, employee, investor, or community member.

Herman Miller, Inc., designs, manufactures, and distributes furnishings, interior products, and related services for office, health care, home, and higher education environments. It sells worldwide through its sales staff, dealer network, independent dealers, and the internet. A \$1.7 billion public company, Herman Miller was founded in 1905.

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### Goals

Solve real problems through design.

Be a force for positive change.

Reach environmental sustainability goals by 2020.

Unite a group of diverse and talented people.

**Building a better world is not so much a goal as an everyday fact of life.**

Brian Walker  
CEO  
Herman Miller

 **HermanMiller**



Eames Molded Plywood Chair, designed 1946



Left: The Herman Miller Greenhouse received the LEED Pioneer Award in 2000. The design combined a manufacturing plant with office space.

Right: Over one hundred Herman Miller employees were involved in every aspect of building a Habitat for Humanity house.



**Process and strategy:** The things that matter to Herman Miller—design innovation, high-performance office systems, and seating—have coexisted with environmental advocacy for decades. Products from the 1950s are still in use today. Founder D. J. DePree required all new sites to be 50 percent green space, and in 1953 said, “Herman Miller shall be a good corporate steward of the environment.” In the late 1980s, a group of employees pushed senior management to take a strong position on the environment. In 1989, the group formed what became the Environmental Quality Action Team to formulate and monitor environmental policy. In 1993, Herman Miller collaborated with architects, engineers, developers, builders, product manufacturers, nonprofits, and government agencies to cocreate the US Green Building Council to find ways to get people to build more sustainably. The group’s biggest contribution was setting up LEED (Leadership in Energy and Environmental Design) standards, designed to boost green-building practices.

**Creative solution:** Becoming a sustainable business is intrinsic to Herman Miller’s spirit, value system, and heritage. This commitment is demonstrated by its numerous green building facilities, its design process and products, its management’s benchmarks, and environmental education. In 2003, the Mirra was the first chair designed from

the ground up to meet Herman Miller’s stringent Design for the Environment (DfE) protocols, which focus on creating economic value while simultaneously valuing the environment. It is made of a minimal number of parts and is easily disassembled for recycling. The Embody chair is 96 percent recyclable and PVC free. Herman Miller communicates regularly and across media about “Perfect Vision,” a broad initiative that sets significant sustainability targets for the year 2020, including zero landfill, zero hazardous waste generation, 100 percent green electrical energy use, and 100 percent of sales from DfE-approved products. Even the business cards are used to communicate the things that matter most, from a better world to transparency and sustainability goals.

**Results:** The CEO’s scorecard includes environmental goals. As of 2012, Herman Miller has reduced its operational footprint by 88 percent and now uses 100 percent renewable electric energy for operations worldwide. Its fuel-saving initiatives have rolled up to more than 430,000 car-miles avoided due to biking or carpooling and more than \$111,000 reimbursed to employees for the purchase of bicycles or fuel-efficient vehicles. In 2012, for the fourth consecutive year, Herman Miller received a perfect score on the Corporate Equality Index from the Human Rights Campaign.





## Kleenex

Reach for our soft, comforting tissues whenever and wherever you need them. All the softness you need, and an exciting way to express yourself.

Kleenex® is a brand name for facial tissue and other paper products. Owned by Kimberly-Clark, Kleenex brand is the number one facial tissue brand and today is sold in more than 170 countries and manufactured in more than thirty countries.



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### Goals

Build affinity for the brand.

Revitalize via design and digital strategy.

Increase market share.

Push personal style and innovation.

Appeal to Generation Y.

**A brand must make consumers feel unique and special, and the product should be intuitive and easy to use. Brands are an expression of a promise.**

Christine Mau  
Brand Design Director  
Kimberly-Clark

**Kimberly-Clark's design management model brings together best-in-breed professionals inside and outside the company to reenvision and deliver new ways to build the brand.**

Dayton Henderson  
Senior Director, Global Design  
Kimberly-Clark

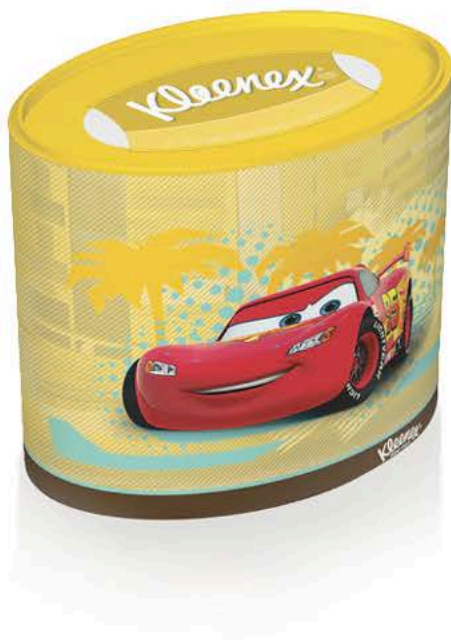


**Process and strategy:** Kleenex brand invented the facial tissue category in 1924 with the first product marketed as a makeup remover. In the 1930s, the company opened up a whole new market by repositioning it as a disposable handkerchief. Today, Kleenex brand box is omnipresent in homes and offices in more than 150 countries. Although the Kleenex brand has maintained its position as the number one facial tissue in the world, increased global competition has necessitated marketing intelligence and innovation. Historic packaging innovations like the upright cube box, the travel pack, and color illustration enlivened the category, but the Kleenex brand needed a new breakthrough to create consumer preference. Christine Mau, brand design director in the Kimberly-Clark Global Design group, led by Dayton Henderson, worked with a multidisciplinary team of market researchers, engineers, designers, and branding experts, to answer the question, "How do we leverage the power of strategic design against business objectives to grow this brand?" The team embarked on a process to reinvent a product category that had become predictable and taken for granted.

**Creative solution:** Mau has led a series of design innovations to build the Kleenex brand by examining core identity, positioning, packaging, product development, and aesthetics. The logotype was redesigned to reflect the brand's

friendly positioning. Consumer insights and trend forecasting were leveraged to radically rethink the category. Although changing structure required enormous engineering production and engineering investments, the teams began the process to literally "think outside the box." In 2006, the revolutionary oval was launched. In 2009, the "slices of summer" wedge boxes were launched. The on-the-go category was reinvented next: auto packs were designed to fit in the door pocket or to be wedged between the seats or visor. Wallet packs were designed to be slim, stylish, and easy to toss into a backpack or back pocket. In 2012, the Kleenex brand formed strategic partnerships with Disney, Shutterfly, and Major League Baseball and offered consumers the opportunity to express themselves by customizing Kleenex brand ovals on [mykleenextissue.com](http://mykleenextissue.com) with different backgrounds, photos, clip art, and text.

**Results:** Kleenex brand has revitalized a brand category with design thinking, resulting in increased revenues and market share. New merchandising opportunities have been created and the brand has become relevant to Gen Yers. Challenging convention, understanding sales cycles as well as the lives and lifestyles of consumers, and building a business case for innovation were all critical success factors in driving Kleenex brand's continuous innovation.



**We're reaching new consumers in a way that we haven't been able to before.**

Jim Schuh  
Digital Marketing Manager  
Kimberly-Clark



## Peru

From its cities and towns to the Amazon River basin and the Andes Mountains, Peru is a multicultural nation in the midst of evolution, change, and transformation.

Located in western South America, Peru has a population of 29.5 million. The country's main industries include agriculture, fishing, mining, and manufacturing. Commonly spoken languages include Spanish and Quechua, among others.



### Goals

- Transmit a clear brand promise.
- Increase investments, tourism, and exports.
- Increase demand for products and services.
- Create a brand identity system.

**A recent survey gives the Peru brand a 94 percent approval rating among Peruvian citizens. Some already consider it a favorite motif for a skin-deep tattoo!**

Isabella Falco  
Head  
Brand Perú

**The hand-drawn graphic highlights the human or artisanal qualities through a series of lines that can be seen in Inca and pre-Incan cultures as well.**

Gustavo Koniszczewski  
Managing Director  
FutureBrand Spanish Latin America

**Private and public institutions are eager to represent the Peru country brand's spirit, and other countries are studying the brand and its instant local success with its most important audience, Peru's citizens.**

Julia Viñas  
Executive Director  
FutureBrand Lima



Peru: Future Brand

**Process and strategy:** A task force initiated by Promperu (Peru's exports and tourism promotion commission), the Ministry of Foreign Affairs, and Proinversión (the private investment promotion agency) was tasked with building the nation's brand and communicating a differentiated brand promise. FutureBrand was engaged to provide positioning, brand strategy, and design services for the country with the long-term goal of building tourism, exports, and investments. The research process included multidisciplinary global, national, and local perspectives from a broad team of experts. Tours of archeological districts, tourism sites, museums, and various manufacturing areas included interviews with different stakeholder groups. FutureBrand developed various positioning platforms that were evaluated in eight Peruvian regions and seven cities in prioritized external markets.

The strategic platforms led to positioning the Peru brand based on three pillars: multifaceted, specialized, and captivating, reflecting the country's uniqueness from a cultural and natural standpoint. A team of brand ambassadors from tourism, exports, and investments agreed that Peru's big idea was evolution, change, and transformation.

**Creative solution:** Peru is the birthplace of South American civilization, with both natural and man-made wonders, from the magic citadel of Machu Picchu to the Amazon rainforest. The juxtaposition of indigenous cultures such as Inca, Nazca, Moche, and Mochica with Spanish cultures inspired the FutureBrand team to design an iconic spiral form that emanates from the letterform *P*, reflecting evolution and transformation. The icon, like a fingerprint, communicates that "there is a Peru for each individual." The design team also developed a proprietary image style to capture the wonders of the country. The iconic color is red, with a default to white. TypeTogether created a proprietary font family to complement the brand identity system. FutureBrand created guidelines that are clearly explained in a brand book.

**Results:** Peru's new image was launched nationally in March 2011 by means of an advertising campaign created by Young & Rubicam. Today the new identity is visible throughout the country. Tourists are greeted with it in airports and train stations, and citizens of all ages and means wear Peru brand T-shirts. The campaign has engendered a widespread sentiment: "I am proud to be Peruvian." Working together, the public and private sectors continue to build tourism and exports and position Peru in the global marketplace.

The brand was displayed in the first-ever Peru Day on Times Square and Wall Street in New York.





## Starbucks

Our mission is to inspire and nurture the human spirit— one person, one cup, and one neighborhood at a time. Every Starbucks store is part of a community, and we take our responsibility to be good neighbors seriously.

Starbucks is the world's largest roaster and retailer of specialty coffee. Starbucks operates in more than 17,000 neighborhoods in over fifty-five different countries and has 149,000 employees. The first Starbucks store was opened in 1971.



### Goals

- Celebrate the fortieth anniversary.
- Envision a future broader than coffee.
- Refresh the customer experience.
- Revitalize the visual expression.
- Implement a new global strategy.

**The Starbucks brand continues to embrace our heritage in ways that are true to our core values and that also ensure that we stay relevant and poised for future growth.**

Howard Schultz  
CEO and Chairman  
Starbucks



Photograph: Masao Nishikawa

**Process and strategy:** With a fortieth anniversary fast approaching in 2011, Starbucks wanted to use the milestone as an opportunity to clarify its future vision and refresh its customer experience and visual expression. In early 2010, the Starbucks Global Creative Studio conducted a comprehensive brand, marketing, and strategy assessment, and began to identify the quintessential elements of the brand across touchpoints. Starbucks determined through extensive strategic planning that its brand needed the flexibility to explore product innovation, become globally and regionally relevant, and develop an evolved customer experience. Starbucks decided to free the Siren from the logo and enable customers to make a more personal connection with the brand. The internal creative group explored hundreds of graphic alternatives for the Siren symbol, as well as size and relationship alternatives for use with the Starbucks (Coffee) name, before arriving at the simple, clean mark.

The Starbucks Global Creative Studio engaged Lippincott to help refine brand elements, and to bring a cross-cultural perspective to building an integrated, multi-platform system. Lippincott's extensive global branding and implementation experience would be valuable during the planning phase, and in building consensus within the global corporation.

**Creative solution:** Starbucks wanted the visual identity system to say as much about its future as it did about its past, building on forty years of trust. Lippincott examined how the positioning strategy would work across marketing, retail environments and packaging, examining the hierarchy of elements from the look and feel to the color, typography and use of patterns, photography, and illustration. Throughout the process, Lippincott partnered with the internal creative group to refine and define brand elements and character attributes, develop implementation guidelines, and help build consensus among internal stakeholders. The Siren is liberated from her ring and the identity is free of words, with a vibrant green introduced to signal the bright future ahead.

**Results:** On Tuesday, March 8, 2011, Starbucks marked its fortieth-year celebration. Starbucks began to roll out the new program to its 16,500 stores around the world, starting with the coffee cup. Chairman Howard Schultz's video inspired customers from around the world to join in conversation about the Siren. This next evolution of the brand has given Starbucks the freedom and flexibility to explore innovations and new channels of distribution that will keep the company in step with current customers while building strong connections with new customers.



**For forty years the Siren has been at the center of our passion for coffee. And now she's an icon representing not only our heritage, but also the future of the Starbucks brand.**

Jeffrey Fields  
Vice President, Global Creative Studio  
Starbucks

**We worked closely with the Starbucks Global Creative Studio to revitalize the brand of one of the most unique retail experiences in the world.**

Connie Birdsall  
Creative Director  
Lippincott