D U N N

888 224-0304
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We like to keep things simple. What clients and their brands need is less complexity, not more. Not more services, but more innovative thinking.

So, at D U N N, there are no department heads. No paper-pushers. And no bureaucracies. Just the smartest, most talented, most experienced people working directly with clients to create work that matters. Work that works.

We believe that creativity and innovation thrive when passionately imaginative people have the freedom to take the necessary risks to create work that matters. This does not mean, however, that ideas, strategies and creative executions should be developed unsystematically in complete chaos. That is why we have developed a work process that is not necessarily linear, but is flexible and responsive to many different situations and circumstances. Our process consists of three (3) basic steps, which taken together serve both as an itinerary through the project and as a system of checks and balances. These help to ensure that we are thoroughly addressing all aspects of your business reality.

Let's get busy.

.01   **O r i e n t**   **a.** Understanding and commitment
                                                 b. Immersion and Insight

.02   **C r e a t e**   **a.** Inspiration and Conceptualization
                                                 b. Plan and Create

.03   **E x e c u t e**   a. Implementation
                                                 b. Analysis
                                                 c. Stewardship

01. Orient

A. Understanding and Commitment   [Contract]

First, we work with the client team to understand their specific needs, wants and desires. We then mutually agree upon and set budgets, timelines, personnel requirements, reporting processes and engagement parameters in order to comprehensively and concretely define the relationship.

Key deliverable(s) might include some of the following:
- *Define scope of engagement*
- *Determine project budgets and timelines*
- *Define project deliverables*
- *Assign and allocate resources, including client and agency team members*
- *Clarify documenting and reporting procedures*
- *Set success metrics and measurement*
- *Collect all existing data, information, research, reports, documents and relevant materials*
- *Lead exploratory question and answer session(s)*
- *Conduct brand orientation work session(s)*
- *Communicate to all stakeholders the purpose, process and outcomes*

At the outset of every project, we research and examine all relevant and appropriate aspects of the client's current business and brand reality: a thorough and precise understanding of each of our client's business practices, its culture, its competitors, its industry and its customers is essential to ensure the successful creation, repositioning or revitalization of their brand.

Define goals and explain how the information will be used. A common failure of brand research is a lack of clear, comprehensive and measurable goals. Given the strategic nature of the brand perceptual improvement process, key parts of a company must be involved in setting objectives for perception measurement and management. This helps to clarify the needs of various users of the information, creates a sense of ownership of the process and identifies how various levels of a company may have to cooperate to plan action.

Equally important is determining how the information will be used once it is developed. Careful analysis of strategic and tactical organizational applications will ensure that issues of design, sample, analysis, reporting and deployment are structured to provide customer-focused information that can be acted on most effectively.

Discover what is important to customers and employees. This discovery phase of data collection is intended to identify, in customers' and employees' own language, the attributes that compose their perceptions and expectations for quality and satisfaction. This information is gathered through various qualitative techniques, notably, in-depth interviews with senior managers and focus groups or on-site interviews with customers and customer-contact personnel.

This research should generate a comprehensive list of everything that customers and employees consider important. It is now necessary to use similar associative techniques, to group related or redundant attributes, and to agree on candidates for subsequent measurement as key drivers of satisfaction.

Measure Critical Needs. Measuring the relative importance of the attributes identified in qualitative discovery and a company's competitive performance on those attributes is accomplished through critical needs assessment. This phase uses in-depth telephone, mail or personal interviews with a representative sample of customers, lost customers, and competitors' customers to gather quantitative information. Using trade-off techniques, instead of traditional importance of attributes.

This phase should provide a broad array of actionable information. It should include the relative importance of key drivers of satisfaction; competitive performance on these critical attributes; site-specific performance, depending on sample size; cross-market segments with specific service needs; value-adding performance relative to expectations; and specific gaps between importance and performance.

Act on the Information. Action planning organizes activity to improve customer satisfaction by operationally defining and functionally deploying customer requirements. This makes it possible to establish cross-functional quality improvements teams. Using techniques such as quality function deployment, flowcharts, check sheets, Pareto charts, and cause-and-effect diagrams, teams can improve processes based in external customer needs, internal chains of customers, work-flow analysis, and work-process analysis.

Measure Performance over Time. Periodic measurements of how a company and its competitors perform on the key drivers of satisfaction reveals the rate at which customer satisfaction is improving or declining. Using the same sample criteria and interviewing techniques applied in critical-needs assessment, measurement should involve a brief interview on current performance and include an opportunity for open-ended comments. The frequency of measurements should be determined by market dynamics and should allow sufficient time for change to become measurable. Consideration also should be given to periodic qualitative monitoring to provide information on changes in environment.

Using the model describes in the preceding paragraph to improve and measure customer satisfaction requirements can greatly enhance existing total quality management and other quality improvement programs. It also can stand alone as a first step in focusing an organization on

improved customer satisfaction as the key to improved market share and financial performance.

In either case, success ultimately is determined by the organization's top-down commitment to meet and exceed the customers' requirements in the marketplace. For example, knowing that customers want " quick service" is helpful; knowing that "quick service" means having their problems solved in less than 5 minutes is actionable.

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Key deliverable(s) might include some of the following:
- *Initial hypothesis formation*
- *Sources of relevant information*
- *Exploratory research*
- *Internal brand culture evaluation*
- *Quantitative research*
- *Qualitative and / or emersion research (external audiences)*
  - *Customers*
  - *Potential customers*
  - *Media & opinion leaders*
  - *Analysts*
  - *Financial institutions*
  - *Additional constituent groups (shareholders, vendors, etc.)*
- *Academically rigorous ethnographic research*
- *Constituency perceptual assessment and measurement*
- *Behavioral market research*
- *Attribute mapping*
- *Trend analysis (macro > micro)*
- *Competitive review*
- *Industry segment research*
- *Positioning assessment*
- *Brand contact identification*
- *Brand architecture review*
- *Brand nomenclature assessment*
- *Brand assessment/action report*
- *Brand implementation planning*

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02. Create

A. Inspiration and conceptualization   [Ideate]

Based on the strategic direction articulated at the end of the research and analysis in phase one, we begin to explore and develop various ideas and conceptual options. At the core of this stage is the development of a guiding idea and a tangible brand promise, which our team creates in collaboration with our clients through ideation workshops and creative brainstorming sessions. Simply speaking, the idea is a unique, compelling insight that drives and unites all aspects of brand expression, and underpins the development and growth of the entire enterprise.

Key deliverable(s) might include some of the following:
- *Brand ideation session*
- *Purpose and goal articulation*
- *Brand metaphor exploration*
- *Iconic study*
- *Brand promise development*
- *Brand story development*
- *Tagline and / or byline development*
- *Elevator pitch*
- *Brand architecture recommendations*
- *Brand platform adoption*

B. Plan and create   [produce]

Unfortunately, in our experience most business consultants, creative professionals and ad agencies disregard most of the above steps and begin their work here – without a complete understanding of what needs to be done and why.

We have found that one of the most critical parts of our work is sifting through and clarifying the unifying

elements in the information gathered and data collected in order to craft compelling and articulate messages, metaphors, narratives and stories. At this stage in a project, strategic planning, creative development and message dissemination are considered inseparable from one another, and happen almost simultaneously. Since every piece of communication (an ad, a lobby, a press release, a letter, an annual report) must contribute to the brand in tone, look and feel, and message, those aspects of the brand are developed together concurrently. Ultimately the words that we choose and the images that we create will have the power to engage people on many different levels: to make them think, to change the way they feel, to inspire them.

In this phase the client sees the work become a reality as we all implement the work across a client's products, environments and entire organization. Depending on the individual case, this stage can include writing, implementation and launch planning, final art development, design specifications, prototype development, manufacturing supervision and environmental installation support. We create comprehensive brand guidelines to help clients and their partners maintain their brand's integrity long after our work is complete.

Key deliverable(s) might include some of the following:
- Brand scenario discussions
- Brand guideline development
- Visual brand assets created
- Brand execution planning involvement
- Product development
- Media planning
- Relevant brand communications and materials created
- Advertising and PR campaigns launched
- Brand partnerships formed

03. Execute

A. Implementation and execution   [realize]

This phase most usually involves working with the client, partners, production vendors and media professionals to execute on the plan and project.

Even the most powerful and aesthetically appealing brand, messaging and design system can be ultimately unsuccessful without meticulous attention to realization, production and implementation. A massive corporate branding makeover on a global scale? The rollout of new packaging for a consumer brand? The build-out of a new lobby, trade show booth or store design? A national advertising and publicity campaign to launch a new product in an undeveloped market? We help to assemble a team of production specialists that can manage these and every type of client project, overseeing total quality control, planning, final art development, design specifications, on-press and on-site production supervision, prototype development and the installation of environmental designs and signage.

We then often work with our clients and their partners to help them manage and maintain the integrity of a new system as it is implemented throughout the organization. In addition, we conduct ongoing audits during and after implementation to ensure the consistency, quality and efficacy of all brand communications.

B. Measurement and analysis of results   [measure]

At the beginning of a client relationship, we attempt to set appropriate milestones and benchmarks and then consistently track against them in order to measure the success of our work and inform us early on of any shortcomings. Creating success metrics is very different from client to client, and we can use various means to measure the effectiveness of the work that our team creates and the projects that we consult on. Our specific processes of measuring results depends largely upon the initial goals that were established, the audiences involved, the length of the campaign or the scope of the project and the different media used to deliver the client's message(s).

C. Recalibrate and adjust tactics accordingly   [change]

Based on our ongoing evaluation of brand perception, brand performance and brand equity, adjustments to initial strategies and tactics will be recommended, as required. Considering that brand managers, product managers and marketing executives often come and go every couple of years, an ongoing relationship with an outside partner that has an intimate knowledge and understanding of your company's brand can be invaluable. We work with our clients as their long-term brand stewards and champions, helping guide the continued evolution and architecture of their brands. In this role, we also act in concert with all of my clients' strategic partners – their employees, management consultants, communications agencies, public relations firms and others — to ensure that the brand messages and positioning are clearly and consistently communicated across all media and marketing activities.

D. Ongoing review and support   [coach]

The roles of the traditional advertising and public relations agency in creating and maintaining brand relevance is being challenged by a new type of professional services firm – known as a brand consultancy. A brand consultant often brings together skills from a number of different disciplines, including market research, management consulting, product development and launch execution, advertising, design and public relations. There are a number of advantages a brand consultant or creative consulting boutique has over the traditional agency approach:

• Longer-term approach and perspective on the development of brands, in part because we are not limited by being compensated by the amount of work done for a particular client – i.e., the limitations of an annual ad budget and commissions paid for buying media.
• Recognition and integration of all of the different elements that contribute to a brand's ultimate success.
• Closer working relationships with the client's senior executives.

Key deliverable(s) might include some of the following:
- Monthly, quarterly, bi-annual and yearly review(s)
- On-going training
- Brand communications review and audit
- Trend reporting

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