



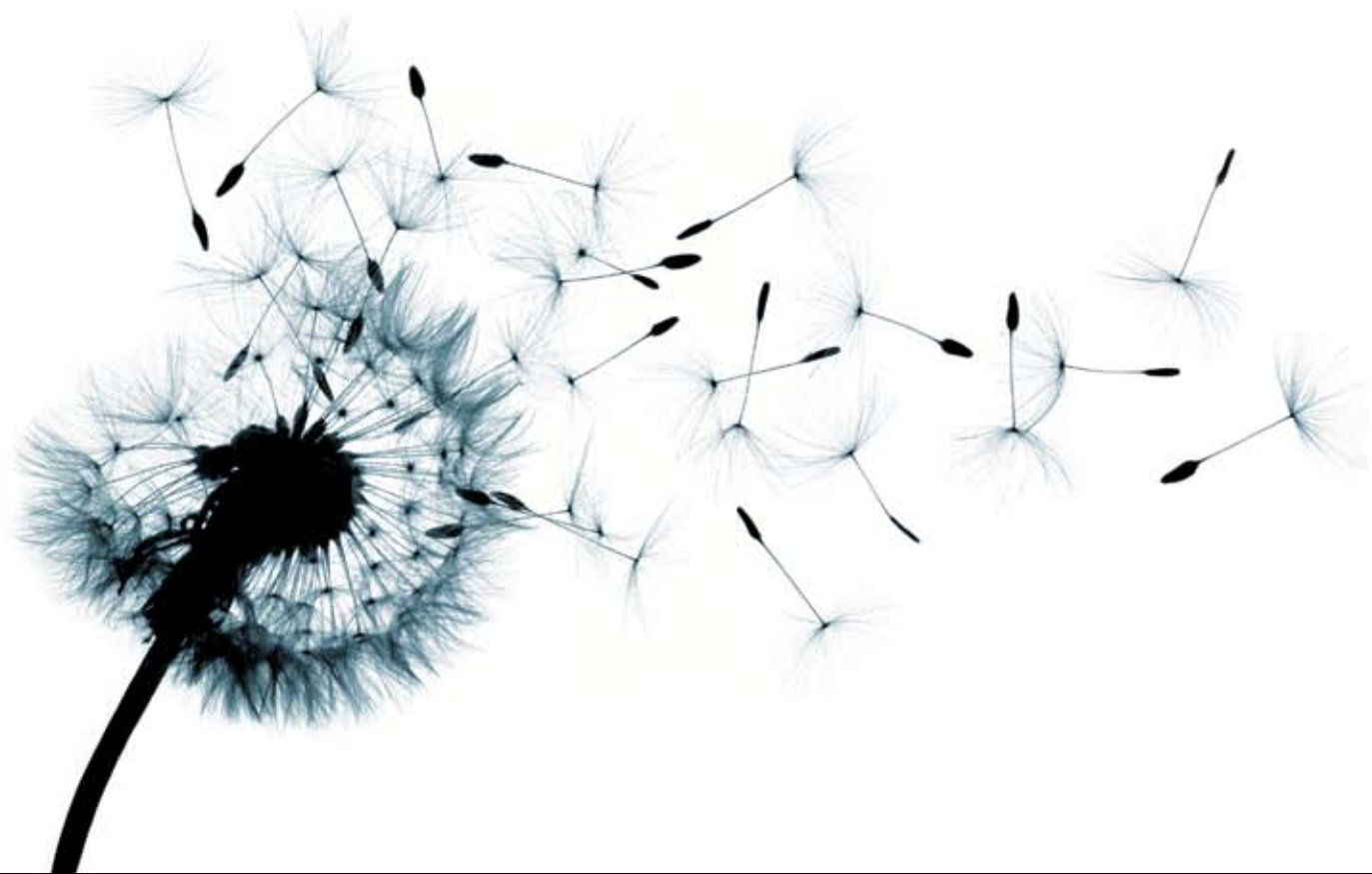
breathe in...

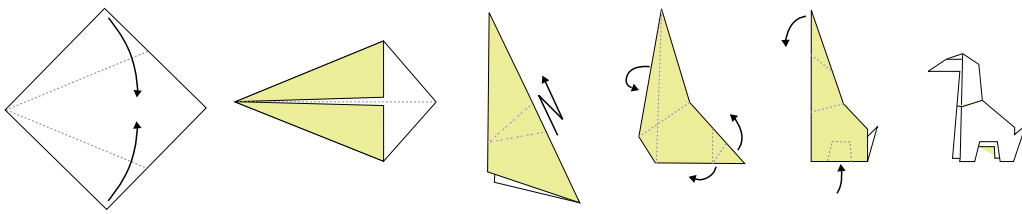
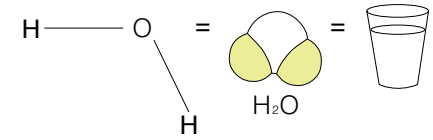
breathe out...

(time to change *again*)

In *The Tempest*, Shakespeare coined the term “sea change” when he wrote of how things in this life “suffer a sea change into something rich and strange.”

These days **sea change** is defined as “major transformation.”  
And it’s the ideal description for the challenges businesses are facing today.





“we want to see results.”

It's a reasonable request. A client asks to **see change**, tangible change — perhaps greater sales, increased attendance at an event, or greater customer loyalty. But how that change is implemented, from creative concept through measured results, will mean the difference between successful change and failure. It will require exploring many possibilities, choosing the optimal solution, and executing with excellence.





making change an *active* verb.

**c|change** is a marketing communications company that helps clients direct change, magnify it, orchestrate it, accentuate it, and ultimately, ensure the results are a success for all involved.

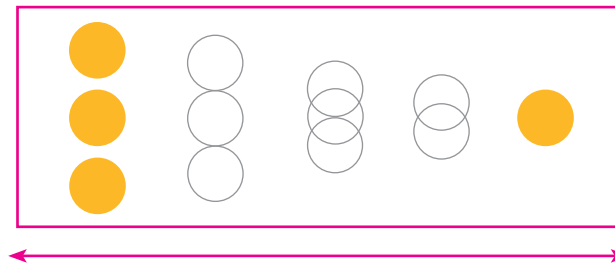
**EXPLORE ~~THE~~**

profitable ALL?  
international\*  
MORE

New ¡mucho!  
892

**POSSIBILITIES**

fig. 1 Creativity, Communications, Commerce



## Who we are: the three C's

For centuries, "communication" was a word used to describe the tangible exchange of goods and services.

*"So there was amongst them a mutual communication of their commodities."*  
– Bingham 1623

*"The mercantile [power] presiding over circulation and communication of goods."*  
– Ruskin 1862

Although we tend to use "communication" to describe the exchange of information and

knowledge these days, its relationship to commerce has deepened. New technology and improved research methods have enabled us to further affect and improve business. Today, a successful marketing communications program is an important business advantage.

The "c" in c|change stands for **creativity**, **communication** and **commerce**, because all three are critical and complimentary to the success of all businesses today. How we bridge those three elements is the key to what sets us apart from other companies.

# DISCOVER • DESIGN • DEVELOP • DEPLOY

*"Too often we... enjoy the comfort of opinion without the discomfort of thought."*

*– John F. Kennedy*

## What we do: The four d's

Advertising agencies, design firms, marketing consultants: everyone has a point of view. But the fact is, many campaigns, brochures, websites and films are launched without listening to the client or without listening to the client's customers to learn what the real needs and challenges are.

c | change applies a four-step process to:

- 1) discover a pathway to a well-defined goal;
- 2) design a vehicle to reach that goal;
- 3) build the optimal solution;
- 4) put that solution into practice.



When I am working on a problem, I never think about beauty. I only think about how to solve the problem. But when I have finished, if the solution is not beautiful, I know it is wrong.

– R. Buckminster Fuller



*“Just who do you think you’re talking to?  
– Mom*

## Asking Questions; Questioning Answers

All business communications, whether intended or not, have at least two audiences, inside and outside your company or institution.

Sometimes an internal audience is as important as an external client. A demanding boss, the faceless force known as shareholders: these can ultimately drive – or doom – marketing communications. (It’s important to acknowledge all constituents up front to avoid that nasty doom scenario.)

In the Discovery phase of our process, c|change investigates the needs of various audiences, so that we can better create targeted messages. Once

we have determined to whom we are speaking, we can discuss what needs to be communicated.

For each of the audiences, c|change believes it’s important to address both the perceived needs and the actual needs of these constituents. The McDonald’s customer is not buying a hamburger (there are a hundred places they could do that) but buying reliability and consistency.

**The only way to uncover the difference is to ask the right questions.**

WHAT WAS YOUR ORIGINAL  
FACE BEFORE YOU WERE BORN?

## The c|change Interview™

One practice used by Zen Buddhists to break through stodgy, routinized thinking is to meditate on “koans”, seemingly unanswerable questions. In a similar way, the c|change interview process is designed to go deeper and more fully understand the challenge at hand.

### An interview for both sides of the brain

As one client put it: “I need you to help me know what I don’t know.” The c|change interview can include customers, prospects, other employees, distributors – all those who may provide a fresh point of view.

c|change selects the appropriate questions from a larger database to tailor the interview to your company and your industry.

### A CASE IN POINT:

#### “The train has left the station.”

A pharmaceutical client asked for help in promoting a product that had been three years in development. The product was a “me-too” entry into an established market, designed to round out an array of products for disease-state management.

Unfortunately, in the course of focus group testing with doctors and nurses, they discovered that the one improvement, intended as a differentiator, was perceived as a significant stumbling block. When asked about the nearly universal negative reaction to this product feature, the client responded: “I’m afraid the train has left the station. R&D has invested too much for us to pull this product.”

Faced with this challenge, the campaign shifted from a product launch to an announcement of a line extension that would expand an already well-established product offering.

## EXPERIENCE TEACHES

### **There are just as many impediments to change as imperatives.**

In the Harvard Business Review (Nov. 2001), Kegan and Lahey explore why employees who appear dedicated to changes often unknowingly sabotage those efforts.

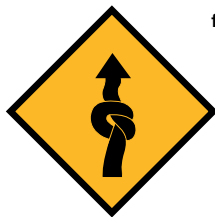
“(E)ven as they hold a sincere commitment to change, many people are applying productive energy to a hidden, competing commitment.” (p.85) These competing commitments take many forms but all of them include a hidden assumption that shifting focus, energy and resources to a new change may lead to catastrophe in some other area.

This is just as true for entire organizations. What are the competing commitments confounding change in your company?

“The sales force is opposed to our marketing efforts.” “We’ve worked with the same agency for years and we’re worried if we change things will be worse.” “We’re cutting expenses in other places and advertising is starting to look like a luxury.”

To paraphrase a question posed by Kegan and Lahey: **“What is your company doing, or not doing, that is keeping change from occurring right now?”**

**Discovering and exploring these competing commitments (and perhaps departments) can go a long way in helping ultimately launch a successful communication program.**



**fig. 2** What are the “nots” in your company that inhibit change?

*Did you ever stop to think, and forget to start again?  
– Winnie the Pooh*



## Avoiding Analysis Paralysis

The move from Discovery to Design is not simply a matter of pouring facts and findings into the creative blender and letting it whirr, sputter and cough up a design solution. Once c|change has completed the interview, we develop a Creative Platform from which your communication campaign or solution can be launched. It will serve as the foundation for moving forward.

In addition to identifying the primary and secondary target audiences, the goals and objectives, c|change seeks to establish which direction to take the campaign. The messaging will either be: **Relational, Empowering, Self-Improving or Protective.\***

Each of these perspectives will take your marketing communications in a very particular direction. Once all those involved in the approval process agree with the guidelines of the Creative Platform, and direction, THEN we can begin preparing Design Solutions...

*"Spending too long on one picture can easily make it ponderous and overworked. When I started working fast it all started getting fresh."  
– David Hockney*

\*Yes, these are not mutually exclusive and there will be some overlap, but like the target audience it is essential to develop a primary focus.-

Self-Improving



How will this help  
improve what I'm currently  
doing?

Relational



How does this product  
or service help me  
relate to others better?

WHAT MESSAGE  
IS REQUIRED

Empowering



How will this help  
save money and gain  
marketshare?

Protective




How will this help me  
counter my competitors  
or some negative market  
development?

first question:

Do you believe  
excellent design can  
give your company a  
**competitive advantage?**

second question:

**Does it?**



***"I can't understand why people are frightened of new ideas.  
I'm frightened of the old ones."  
– John Cage***

Design is how we put the world together – how we combine words, images, sounds, textures, scents and tastes to entertain, to motivate, to sell, to delight, to educate, to persuade, and to be remembered.

When you think of good design, what comes to mind? The shapely curves of a Coca-Cola bottle or the simplicity of the Apple logo. The cathedral windows of a sliced lemon or the armor of a cactus. A Volkswagen Beetle, a Class 8 Peterbilt truck or a Sector 9 skateboard?

At c|change our creative teams apply lessons from a range of design schools and past business experience to a particular challenge. We tend to follow Duke Ellington's design dictum: "It Don't Mean a Thing If It Ain't Got That Swing."

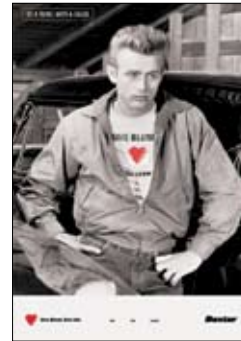
"That swing" is whatever causes a customer in your audience to sit up, take notice and hum along with your message.

## **Launching from the Creative Platform**

The Creative Platform developed in the Discovery phase of the process is the benchmark by which we measure all of our creative efforts. It's the lifeline that keeps us from spinning too far out into the deep space of ideas.

Over the years, we've heard clients complain about some past agency: "the work looked good, but it seemed like they were just interested in winning awards." Translation: "our business goals were not clearly communicated."

At c|change we don't design to win awards – we win awards because we design unique solutions to defined communications challenges. And because the work is a collaboration, we want our clients to stand with us as we receive those awards.



## A CASE IN POINT:

### One size doesn't fit all.

During the development of the creative platform with Baxter Healthcare, we learned that blood and organ donors had a variety of motives and emotions associated with donation. Individuals wanted to learn the human stories behind donation to connect to the people they were helping – a matter of identification and empathy. But in addition to altruism, there was a strong sense of personal pride.

Our explorations lead us to a two-pronged promotional effort. The first, Person To Person, focused on the lives that were saved by those who donated. The approach involved straightforward storytelling. An award-winning film was developed profiling those whose children, spouses and parents had been saved. The companion poster series told these stories with powerful black and white

photography. This series, now into its fifth year, remains popular and powerful in its appeal.

But each charitable act of donating – whether blood or organ donation – is accompanied by a sense of personal pride, a feeling of accomplishment. We enlisted the services of James Dean to speak to those who wanted to be a “Rebel with a Cause.” The posters were so popular that donation centers *outside* of Baxter began to request them.

When the 2001 challenge came along, we needed to outdo the rebel and re-energize those who had donated earlier. For this effort, we enlisted the services of Elvis Presley. Once again the t-shirts and poster were snapped up.

**The bottom line: in the three years of managing this effort, donation has gone up by at least 10% from the previous year.**

## EXPERIENCE TEACHES

Excellent design does five things:

1. Captures the attention of busy, distracted prospects
2. Intrigues, sparks interest, causes the reader or viewer to search deeper
3. Differentiates your product or service from others
4. Causes the reader or viewer to take some action
5. Remains fixed in memory

Good design may do several of those – but excellent design is what inspires us to act and remains with us.

Whether c|change is developing a corporate identity program, creating an advertising campaign, or addressing a more tactical media challenge such as a video, brochure, direct mail piece, interactive or website, our creative and account teams work in the most creative way possible to solve the challenge at hand.



**fig. 3** *What makes a masterpiece?* In his *Treatise on Painting*, Leonardo da Vinci wrote: "In the streets when night is falling, in bad weather, observe what delicacy and grace appear in the faces of men and women." By trying to capture the soft mystery of that light just right, Leonardo painted a *sfumato* smile that has intrigued through the centuries.



Blanche's website  
was **LIVE!!**  
All the promises,  
all the dreams  
- how had it gone  
so horribly,  
horribly wrong?!

Perhaps the voice-over talent didn't quite capture to the radio script. Perhaps the paper turned a sophisticated promotion into a Galaxy-o-Values flyer. Perhaps the stock photography stunk.

**Many things contribute to a bungled creative endeavor, but they usually have one thing in common: something unexpected changed between initial design and delivery.**

## **A CASE IN POINT:**

### **The Virtual Sales Meeting**

The events of September 11, 2001 changed many things. For most businesses, it meant a sudden, significant reduction in air travel. For Solo Cup Corporation, an important sales meeting planned

for October had to be cancelled. But the need was still there to communicate important information to the sales force.

c|change has managed many sales meetings in the past – creating inspirational films, print collateral, and other details, right down to the staging. This time, we were called upon to create a virtual sales meeting.

In just four weeks, we filmed interviews with key reps and developed an interactive presentation with embedded sound and video files. The result was a CD-ROM distributed to the sales force along with accompanying print materials.

Technologically, it was a success. All 100+ members of the sales force ran the program

successfully. Logistically, it exceeded expectations. In a follow-up teleconference, sales reps were able to ask questions about a presentation they had viewed at their own pace.

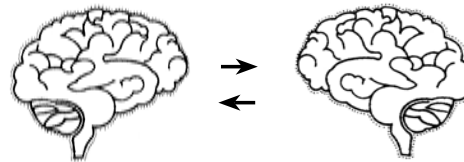
While the power of face-to-face conversation won't be replaced with a computer monitor, some elements of traditional promotion and education will continue to be transformed with new media and new creative implementations.

## EXPERIENCE TEACHES

**Continuity of creative is essential to bringing an idea to life.**

**The development phase requires a careful coordination of the Creative and Account functions.** The creative team assigned to your project or campaign is in for the long haul. They have the experience, tenacity and client-focused attitude to see the project through to your satisfaction.

The account team will keep you apprised of potential changes and their impact, not simply report them after the fact. Business realities often demand that changes be made quickly and sometimes dramatically. It's the job of our account team to keep you apprised of the financial impact and delivery implications those changes will entail.



**fig. 4** Merging account team (left brain) with creative team (right brain).

**“It’s at the printer.”  
“The website is up.”  
“We delivered the final cut.”**

These well known declarations are usually code for: “Now, it’s in someone else’s hands.” (Perhaps yours.)

For c|change, follow-through and total client satisfaction are essential, because you aren’t interested in simply getting a job done – but getting it done well. That success may involve changing or modifying a message once you’ve received feedback. In the case of websites that might mean tracking traffic through the site to

modify navigation later on. For a direct mail campaign, that might mean modifying the package or the list itself once you’ve analyzed the results.

In the end, when you’re successful, we’re successful. Better still, the end of any one project is the start of a deeper relationship. One of the best examples of this is an international program we have managed for more than five years.





## A CASE IN POINT:

### Thinking Globally, Acting Locally, Succeeding Spectacularly

The challenge: An international program to fight the stigma and discrimination against those living with schizophrenia and their families.

When the World Psychiatric Association and Eli Lilly and Company asked us – have you ever done a project like this before? – our answer was simple and straightforward: No one has.

Five years later, we can answer that we have done it. And done it successfully. The “Open the Doors” program is now in place in 20 different countries around the world. Here are just a few of the elements of our integrated marketing campaign that have helped make it successful:

- The logo and identity campaign we developed has been translated into 10 languages;
- The film we wrote and produced won the Rx Award in 2000 and has been translated into German and Italian.

- The website, [www.openthedoors.com](http://www.openthedoors.com), has been translated into five languages and is regularly visited by those involved in the program – and those wishing to learn more about fighting stigma and discrimination.
- The print materials we developed have been translated into several languages and continue to be used by journalists and other members of the media.

Global results of this campaign will be presented in Yokohama, Japan in August 2002 at the World Congress of Psychiatry. But for c|change, meeting those whose lives have changed in Canada, Spain, Egypt, Slovakia, Italy, Brazil, India, and a dozen other countries has already been a rewarding and enriching experience.

To learn more about the programme, visit [www.openthedoors.com](http://www.openthedoors.com).



## EXPERIENCE TEACHES

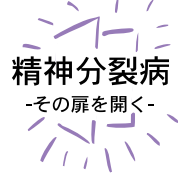
### The Power of a Brand.

Because the goal of the WPA program was to enable each country to tailor the communication materials to their particular challenges, we embraced the motto: Think Globally, Act Locally.

But we were firm in advising consistent use of the global brand of the program, the “Open the Doors” logo and tagline.

Several countries, (actually several new communication companies) in those countries challenged the phrase “Open the Doors” or use of the graphic doors. In the case of Spain, the doors were used, but the phrase “Abrás las puertas” was changed to “Sin Rechazo” (Without prejudice).

Within a year, however, they had reverted to the global slogan. And in the case of Germany, rather than attempt to translate the words, they continued to use the phrase in English. In 2001, throughout Germany “Open the Door Day” events were held to discuss issues of stigma and discrimination against those living with schizophrenia.





## See change. **now.**

At the beginning of this brochure, we explained that the “c” in c|change stands for: Creativity, Communication and Commerce.

In the world of business and personal relationships, Chemistry and Collaboration are also important “c’s” as well.

Inspiration for our work often comes from the close collaboration with our clients. While some clients prefer to leave us to “do what we do best”, others want to be part of that process – whichever way you prefer to work together, c|change understands the best end result is when you, c|change, your boss, colleagues – and ultimately your customers – all sit up, pay attention, and are inspired to some action.

For our clients, that action usually comes in the form of on-going business.

### What Inspires You?

In the quieter moments of the work we do – whether it’s a break in a film shoot or in the midst of a press check – we discover the creative passions of our clients: perhaps she’s pursuing an MBA, perhaps he reads poetry in a smoky club on Sunday nights. The work we do is informed and inspired by many other elements of our lives.



The following list gives a few of our own pleasures and enthusiasms. Inspiration comes from many different places – and if one of these items sparks a memory or further investigation, then we've met our objective.

To learn more about the work we do that can inspire, motivate and move your target audience (inside and outside the company) to change, give us a call or drop us an email.

*For me, music and life are about style.*  
– Miles Davis

#### *Books that made us love writing...*

House of Mirth • Edith Wharton  
On the Road • Jack Kerouac  
Be Here Now • Ram Dass  
Gravity's Rainbow • Thomas Pynchon  
Light in August • William Faulkner  
Brothers Karamazov • Dostoyevsky

#### *Films that we can't see enough of...*

81/2  
The Pink Panther  
Wings of Desire  
Apocalypse Now (Redux)  
E.T.  
Wizard of Oz  
The Seven Samurai  
City Lights

#### *Places that make us want to catch the next flight...*

Chicago  
New Orleans  
Paris  
The Canadian Rockies  
The Amazon

#### *Paintings that made us see the world a little different...*

The Raft of the Medusa • Gericault  
The Last Judgment • Michelangelo  
Angel with Serving Tray • Paul Klee  
Garden of Earthly Delights • Hieronymus Bosch  
Guernica • Picasso  
No. 14 (Orange and blue) • Mark Rothko

#### *Music that opened our ears...*

On the Corner • Miles Davis  
Dark Side of the Moon • Pink Floyd  
Abbey Road • The Beatles  
Disraeli Gears • Cream  
Blonde on Blonde • Bob Dylan  
"Emperor" Concerto No. 5 • Beethoven

#### *Sweets that still make our mouths water (and our dentists cringe)...*

Good N' Plenty  
Bazooka Bubblegum  
Rais'nets  
Milk Duds  
Dots  
Esther Price Chocolates

#### *Games we still hate losing...*

Monopoly  
Risk  
Twister  
Poker  
Backgammon  
Russian Roulette

#### *Cartoons that we remember reading (or still read) in our pajamas...*

Peanuts  
Prince Valiant  
Anything from the New Yorker  
(who has time for the articles ?!)  
Dilbert  
Doonesbury  
Mister Boffo

#### *Perfect moments that sweeten the journey...*

Driving the California coast in a convertible  
A cold beer on a hot day at Wrigley Field  
Sunday morning, coffee, the paper and no schedule  
Dancing like a banshee  
Pausing on a hike in the Canadian Rockies  
Stargazing on a crisp autumn night in Northern Wisconsin



To see change in your marketing communications program contact us.  
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