Corporate Branding & Design in the Internet Environment

A thesis submitted to the Faculty of the College of Imaging Arts and Sciences in candidacy for the degree of Master of Fine Arts

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To my parents, and my friend Eric, whose endless love, encouragement, and support made this thesis possible.

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Special thanks to my chief advisor Professor Deborah Beardslee, for her sensitivity and intuition that helped me through the difficult times during the course of my graduate study.

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Special thanks to Professor Bruce Ian Meader, for his inspirational and resourceful advice and criticism.

Finally, special thanks to my fellow classmates and Kathy McGee, for their patience, support and encouragement.
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Terminology

Corporate Identity
An aggregate of what an organization is, what it stands for, what it does, and how it does it. It includes tangibles and intangibles such as the beliefs, values, interests, physical features, and history that make a company unique. In most cases, the corporate identity program is applied to the name of the company, logo, business card, letterhead, products, packaging, signage, advertising, and marketing collateral.

Brand
A mixture of attributes, tangible and intangible, symbolized in a trademark, which, if managed properly, creates value and influence. A brand promises its customers the consistent satisfaction of a specific set of expectations. It offers customers a means to choose within cluttered markets. Branding is the vehicle to deliver a corporate image to its audience.
Project Definition

This thesis project explores the integration and implementation of online branding and design theories in the Internet environment. The thesis application focuses on the branding development of a corporate website for a custom-made wooden kayak company, Benner Boat Company.

The advance of Internet technology has changed the dynamics of corporate brand marketing. The new medium not only promotes awareness, evokes emotions, activates needs, assists the user in product valuations, and creates the intention to buy, but also provides an outlet for the user to purchase the product instantaneously. As a result, graphic designers are required to take on new design approaches to meet the criteria of Internet branding.

An effective website not only maintains the consistency of the corporate image, but also meets these additional challenges:

- Addresses the specific needs of an individual within the niche market
- Articulates clearly the information of products and services offered
- Provides engaging, relevant, and updated content
- Offers help and support to the user
- Creates and maintains a strong user loyalty
- Explores the potential of interactivity that the Internet offers
- Ensures the ease of use through appropriate user interface and site navigation strategies
Situation
Given the popularity of e-commerce, there are substantial numbers of books written on Internet branding. However, the majority of them are written by branding experts and marketing strategists who possess little knowledge about graphic design. While these strategists have accounted for most of the theoretical practices and methods from the marketing standpoint, they fail to offer expertise on practical design implementation.

Among the overwhelming amount of Web design books that are currently available, most of them are written on Web design techniques and back-end engineering, with only a handful of them covering the subject of corporate brand building and meaningful design decision making.

To address the situation of insufficient information, this thesis focuses on implementing and applying online branding and graphic design theories to a real-life corporate website. Benner Boat Company serves as outside content for the design application within this thesis study. This thesis serves as a case study in the area of Internet branding.

Goals of the Designer
The designer conducted thesis research and study with the following goals:
- To gain an in-depth understanding of corporate identity and branding through research
- To develop a better understanding of Web usability and user-centered design
- To create an application to demonstrate the research findings
- To provide research reference and information to further explore the subject of corporate design
Background

Corporate Identity
The use of visual symbols and marks for identification have been in existence for centuries. However, with the advance of industrial technology enabling mass production and distribution of consumer goods, business owners felt the intensifying pressure for visual identification that separated them from their competitors. Consequently, the demands for corporate identity grew tremendously.

The pioneers in modern corporate identity were those from Germany. In the 1930s, under the influence of Bauhaus’ concept on systematic design, modernistic design identities were popular among the German businesses. In the mid-1950s, with the international influences increasing, American corporations called for cohesive and unified corporate images. It was at this time we saw the first bloom of American corporate identity design business. Some of the most recognized corporate identities were produced in this era: CBS Eye of William Golden (1951), Chase Manhattan Bank by Chermayeff and Geismar Associates (1960), Westinghouse Electric Corporation by Paul Rand (1960), and Bell Telephone System by Saul Bass (1969). In the 1970-80s, the rapid international expansion of American corporations brought soaring demands for corporate identities. The IBM redesign of Paul Rand (1975) and AT&T program by Saul Bass & Associates (1983) are some of the most outstanding examples of this period.

When a corporate identity is well managed and executed, it defines and identifies the company, becoming its most valuable communications tool. In the case of IBM, Paul Rand was able to switch the company’s serious corporate personality to a more user-friendly, easy-to-approach one. With AT&T, Saul Bass visually transformed the corporation from a local telephone company division to an international long-distance communications network.

Brand
In his 1992 book, Strategic Brand Management, the French academic and consultant Jean-Noel Kapferer writes:

Though all things are possible when a brand is first created, after a time it acquires an autonomy and its own meaning. Starting as a nonsense word attached to a new product, year after year, it acquires a meaning, composed of the memories of past emergent communication and products. It defines an area of legitimate possibilities, yet appreciates its own limitations.
A brand image results from the exchange of information between the brand manager and the consumer. Its strength rests upon a close correlation between the image that the brand creates through the process of branding and the reception of that message by the consumer. The message of a brand is received through a series of filters that exist within each consumer’s social environment, such as where he lives or who he is as an individual. What settles into his brain is the only true identity the brand has created. To a loyal consumer, a brand is a psychological assurance that a product or service can add value, influencing purchasing decisions, and he is willing to pay more to possess that brand.

**Corporate Identity vs Brand**

A corporate identity is different than a brand. Most people confuse the two properties. While corporate identity is the most important element of a brand, a brand is much more than a company name or trademark. Unlike corporate identity, a brand does not exist within the company or its products and services. It is the association that the name evokes for consumers, and it forms in the minds of consumers through many avenues:

- The experience consumers have with the product or the service,
- The sales and service people who represent the company,
- The presentation of product packaging, and
- Everything else that interacts with the audience.

**Traditional Brand Building vs Online Brand Building**

Brand building for a corporation or its products traditionally involves the practice of maximum exposure and repetitive, one-directional reinforcements through mass media to create corporate profile awareness among its targeted audience. These medium channels are usually defined as print, radio, and television advertisements. They identify consumers demographically according to various characteristics into quantifiable categories, then base marketing strategies on that data. Hence, the primary reason for a successful brand is the result of high mass media awareness.

The advance of the Internet technology has changed the dynamic of brand marketing. The World Wide Web is the first medium that is capable of interacting with end-users while specifically addressing their wants and needs. Consumers are given enormous amounts of information such as brand selection, product features, and price comparison. Therefore, branding on the Internet is no longer driven by demographics, but by psychographics—the consumer’s loyalty to a particular brand and its products.
Precedents

Precedents for Corporate Identity

Westinghouse Corporation
In 1959, Westinghouse Corporation needed to define its market position from its competitors and become more recognizable to its consumers. In its Graphics Identification Manual, Westinghouse states:

\[\text{We want to make it plain that ours is a company whose aim is excellence in all things... Everything we are undertaking in this design program, therefore, is based on the existence of certain standards of excellence and performance. The standards we are introducing, and will maintain through the years ahead, are recognized by able designers and businessmen as the only logical approach to our responsibilities. Our attitude should be that we will strive for the very best in everything... that the look of Westinghouse must always be the look of excellence.}\]

To support its newly defined brand identity, Westinghouse commissioned Paul Rand to redesign its “Circle-W” trademark. In his design, Rand incorporated the nature of the company’s business in a symbolic new mark that suggests Westinghouse products by evoking wires and plugs, electronic diagrams and circuitry, and molecular structures (Meggs, 370). The redesigned logo along with its accompanying typeface, were applied to packaging, advertising, vehicle identification, and building signage. With all its products and corporate collateral rigorously following the detailed specifications of its graphics identification manual, Westinghouse was able to achieve the “look of excellence.”

The Westinghouse corporate identity program was studied in this thesis for its consistent use of design elements throughout all corporate marketing materials.
AT&T
In 1983, Saul Bass designed the corporate identity for AT&T long distance telephone network after it split from the Bell system of local telephone companies. The goal was to reposition the company from a national telephone system to a global communications company. Bass believed a trademark must be readily understood yet possess elements of metaphor and ambiguity that would attract the viewer time after time.

In this television commercial identification tag, a spinning globe gathers electronic bits of information, then transforms into the AT&T trademark. This concept was expressed in computer-graphics animation as the identification tag for AT&T television commercials. This is one of the most recognizable corporate identities in the world.

The AT&T corporate identity was studied in this thesis for its adaptability to digital presentation.
Precedents for Online Branding

Nike.com
In its website, Nike effectively utilizes advanced Internet technology to create dialogue and interaction with its customers. As the Nike global website clearly states: “Our identity is more than a swoosh splashed on a product. Our identity is the relationship we have with the world we touch.”

Through the combination of technology and a brand marketing campaign, consumer needs are activated, and the instant gratification of online purchasing is provided and fulfilled.

Nike’s product website was studied for its functionality in personalization and customization, as well as its efforts and methods of delivering its brand message. For instance, to customize its products and services according to the needs of users, Nike categorizes its customers into eight groups. Users are then directed to eight different mini-sites according to the questions they are prompted to answer. As a result, users find products that are more relevant and suitable to their individual needs.
Ducati.com

The Ducati website is a successful example of maintaining a consistent design theme from corporate identity to Internet brand marketing material. The Ducati logo was designed by Massimo Vignelli in 1996, in an effort to appeal to a young audience. The Web design team effectively incorporated the attributes of the logo in creating a unified look between the corporate identity and the website.

Ducati showcases its products through compelling images, digital video, and sound clips, to engage the audience in a higher level of user experience. Moreover, Ducati provides content such as product history and an online user forum to build and maintain a strong relationship with its customers.

The Ducati website was studied for its interactive features and customer relationship building techniques. Ducati offers the experience of sounds, animated movies, and interactive product customization function to engage users. Moreover, it supports a strong user community by providing updated information and relevant content.
Research

Library Research
Library research was conducted in the areas of corporate identity and branding, information design, Web usability and design, and kayak information.

Corporate Identity and Branding
The graphic design archive in the Wallace Memorial Library was an invaluable source for historical case studies in the areas of corporate identity and branding. It provided access to the corporate identity manuals of Lester Beall for International Paper Company and of Paul Rand for Westinghouse, IBM, and NEXT. These manuals provided examples of how corporate identity can be adapted flexibly in traditional print media such as collateral and advertisement, as well as in three-dimensional applications such as product packaging and building signage.

In addition to the design archive resources, books on corporate branding, Internet branding, and marketing found in the library also provided the much-needed background information for the designer to familiarize herself with these topics. These materials served as the theoretical base for the designer to support her design solution.

Information Design
Information design is one of the main focuses in this thesis study. Books written by Edward Tufte, *Visual Explanations* and *Envisioning Information*, and Richard Saul Wurman, *Understanding USA* and *Information Anxiety*, were among the most referenced.

These books were inspirational in terms of utilizing design elements to communicate and deliver content and information directly and effectively. Charts, tables, and diagrams were created in the website with the goal to simplify and clarify information. Colors, line weights, type sizes, legibility, contrast, spacing, hierarchy, and data grouping were among the design considerations that were carefully examined and selected.

Web Usability and Design
A review of the publications on web usability and design was conducted to assist the designer in developing an understanding of the strengths and limitations of Internet technology. Dr. Jakob Nielsen's *Designing Web Usability* and *Homepage Usability* were the most resourceful among the books on this topic. In his books, Nielsen includes actual statistics and surveys to support his opinions on the simplicity, legibility, and accessibility of page design, content design, and site design.
For example, Nielsen suggested that web pages should be designed for optimal display at approximately 770 pixels, since that is the area available for content in an 800-pixel-wide window. The survey of these books provided technical guidelines for the designer to establish site structure, select appropriate content, page layout, and digital file formats. These technical guidelines provided rationale to support the designer’s decisions.

Kayak Information
This research area involved an exploration of kayak building and kayak touring. The process included reviewing books, magazines, and websites on kayak building, design, history, touring, navigation, and expedition, which provided a general knowledge base of kayaking-related information for the ideation and design process in a later stage of this thesis.

Through the review of these subject-specific materials, the designer gained useful information such as how to prepare a kayak tour, the usual and unusual scenarios a kayaker may encounter, and the scenery a kayaker may find during a tour. These findings provided inspiration on imagery generation and design development.

Furthermore, studying other supplemental information such as the history and the construction process of kayaks assisted the designer in the selection of site content and information.
Research continued

Market Research
Market research was conducted as a guide to the ideation stage of the overall design process. Information was collected, analyzed, and synthesized to develop design solutions. The market research was based on four areas: direct customer survey, targeted market brand analysis, sports brand analysis, and competitive evaluation. The order of such was determined based on analyzing customer sectors from macro to micro, from general to specific.

Direct Customer Survey
A direct customer survey was conducted using a listing of over 2,000 known owners of wooden kayaks. This survey was designed to gather customer information on kayaking habits, preferences, and purchasing decisions. The results helped generate ideas on brand personality and messages, and on selecting the tones and themes of the website.

Targeted Market Brand Profile and Analysis
This area involved the analysis of companies that use design elements in all media that fit the communication goals of Benner Boat Company. These corporations are not necessarily in the boating or sporting industry. However, they market themselves in a particular manner that Benner Boat desires. For example, an investigation on how Mercedes-Benz conveys craftsmanship and superior quality of its products to the customers could generate ideas on how these product qualities could be marketed by Benner Boat Company.

Sports Brand Profile and Analysis
This area analyzed the design elements used by sporting companies to market themselves to their perspective customers. Some of these companies are in the kayak industry, some are in general sporting goods. The purpose of this study is to explore how these companies deliver brand messages to a sporting audience which is generally more proactive, health conscious, and enjoys physical challenges.

Competitive Evaluation
This research area evaluated how the competitors position themselves in the wooden kayak market and if they have achieved their goals. The evaluation included the methods, techniques, and messages that their competitors used for communication. These are the direct competitors that market to the same consumer sectors as Benner Boat Company.
**Research continued**

**Interpretive Matrix**

Below is an example of a interpretive matrix that the designer used to organize and categorize the researched information. The research was conducted specifically on the strategies used by an organization to brand its corporate image and the effectiveness of these strategies. Printed samples such as annual reports, product catalogs, and service brochures, as well as digital screen shots of websites were used to support the research findings. Categories in the vertical axis were selected from the systems design considerations. The selected corporations on the horizontal axis were those that share a similar customer base with the Benner Boat Company.

<table>
<thead>
<tr>
<th>Targeted Market Brands</th>
<th>Sports Brands</th>
<th>Perception Kayak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swiss Army</td>
<td>Mercedes</td>
<td>Nike</td>
</tr>
<tr>
<td><strong>Conceptual</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manufacturing excellence, quality, longevity, versatility, functionality, universal, neutrality and unisex.</td>
<td>Innovation and inspiration; performance and value; safety and security.</td>
<td>&quot;Just do it.&quot; Competitive, athletic excellence, a spirit of determination, hip authenticity, and self-awareness.</td>
</tr>
<tr>
<td>&quot;Experience life.&quot; Perception helps to foster the growth of human spirit.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Spatial</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-D, highly visible. Identity is isolated from other elements.</td>
<td>3-D in white or light gray background for the clean look.</td>
<td>2-D, logo mark is highly isolated from other elements.</td>
</tr>
<tr>
<td>2-D, horizontal orientation</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Language</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product messages always describes extreme conditions, or circumstances, such as blizzard, rough terrain or crushing avalanche.</td>
<td>&quot;What has Mercedes-Benz done for you lately?&quot; A company that has a history, a legacy, and inherent standards.</td>
<td>Self-empowerment. Transcendence is waiting to be called forth. Take control of your life. It's time to act.</td>
</tr>
<tr>
<td>Fast, dependable, stable, maneuverable, and adventurous.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Typography</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Typeface used is mostly sans serif, modern style, left alignment.</td>
<td>Logo type is Corporate A, friendly and easy to read.</td>
<td>Logo type is sans serif, italic, upper-case. Types size in ads are small and usually on white.</td>
</tr>
<tr>
<td>Sans serif, small size types, left alignment, generous leadings.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Color</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White on red background or green and red on white background.</td>
<td>Silver, metallic, and gray to reflect the qualities of of stability and luxury of the company image.</td>
<td>Very flexible use of color for logo.</td>
</tr>
<tr>
<td>Yellow and black</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Image</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White cross over red shield in logo represents excellence, quality, tradition, and stability. In ads, rugged images in duo-tone.</td>
<td>In logo, 3-pointed Daimler star stands for air, sea and land. Ad images are engaging and emotional.</td>
<td>The &quot;Swoosh&quot; symbol suggests movement and speed. In promotional materials, extreme close-up of athletes.</td>
</tr>
<tr>
<td>Abstract water symbol as logo. Frequent use of duo-tone images for user experience, colorful product shots.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Brand Associations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reliability and functionality.</td>
<td>Pleasure and satisfaction.</td>
<td>Athletic excellence.</td>
</tr>
<tr>
<td>Dependability and adventure.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Synthesis

The information and theories gathered in the research stage became instrumental in selecting and organizing the appropriate content for the website. Different from the interpretive matrices that were used in the research stage, generative matrices do more than simply organize and categorize information. In the case of this thesis research, generative matrices were developed to help break down the research materials and apply them to practical situations. Several systems of content navigation were explored to ensure the most effective decision of organizing and communicating information to the Internet audience.

Generative Matrices
This process involved systematically determining a group of applicable variables and attributes, and comparing and contrasting them to a set of considerations. Two examples of matrixes are included in the following pages: Systems Design Considerations & Communication Goals matrix, and Site Content Considerations & User Profile matrix. In some instances, screen shots of web pages were employed to exemplify and support the arguments.

The Systems Design Considerations & Communication Goals matrix on page 14 explored how certain system design elements such as concept, language, typography, color, and image can be utilized to portray various qualities of the brand.

The Site Content Considerations & User Profile matrix on page 15 was developed to identify the appropriate content for a specific audience. The information generated through this exercise was instrumental for personalizing and customizing the website.
Matrix I: Systems Design Considerations & Communication Goals

<table>
<thead>
<tr>
<th>Concept</th>
<th>Language</th>
<th>Typography</th>
<th>Color</th>
<th>Image</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tradition</td>
<td>Hand-crafted kayak to order. Fully custom boat designed to each customer's specifications. When a customer places an order, the boat builders will go to the lumberyard and hand select different types of wood and create a kayak for the specific customer. Provide introductory technical information to ease users' anxiety of not being familiar with the industry, the sport and the product. Progressively introduce boat terms throughout site to increase users' feel of traditional boat building. Use of simple, non-fancy typeface to represent a mature, traditional image of the company. Rich dark colors to fit with customer profile. A simple palette with five color, a masculine, mature color scheme. Dark blue represents nautical, maritime theme. Light yellow green represents nature, wood, and growth. Use images with a dark tone. Possibly monochrome or duotone to create a nostalgic look, i.e. Swiss Army Knife.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Craftsmanship</td>
<td>Focus on hand tools and construction techniques. Use articles that introduce customers to the kayak building process. Explain step by step manner during the process that all construction is by hand, and no big machines are used. Products are not from a mass production environment. To represent the humanistic quality of the product, a 2-color if type is appropriate, it is simple and to the point. No use of flashy and techno color. No white color use of earthy colors to represent the natural, humanistic quality of the product. Use images of boat-building tools and wood chips and sawdust to represent the hand-crafting quality of the products. With these images, customers gain a sense that the products are not mass produced or molded from a manufacturer, instead, each product has its uniqueness and natural quality.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Refinement &amp; Quality</td>
<td>Clean, crisp presentation of product. Use high quality images. Possibly studio product shots. Use of WYSIWYG whenever possible. Create direct interaction with customer. Need clean, precise and concise wording. No misspellings or typos in site. Thorough quality control of site text. Tiffany's offers a great example of using typography to convey refinement and quality. Type is set in san serif, with very even thin and thick strokes. Overall presentation is clear, crisp. Use of plenty of white space in background to represent a refined and delicate look in its website. Tiffany's use various tones of gray on white background, yet the idea of refinement and quality come across. Use of high quality images for product shots and as well as nature shots. For product shots, use of soft spot light and very soft shadows to showcase the delicate quality of product, i.e. Tiffany's.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Functionality &amp; Performance</td>
<td>Build a high standard website where no one else in the industry has—build in as many customized areas as possible. Focus on small image sizes and page size for fast and consistent loading and display. Use of text instead of &quot;image of text&quot; on site for faster and more reliable loading. Consistent use of headings, subheadings, page titles, body text, and hyper-links throughout the site. Use of web safe palette to guarantee correct display of colors across all browsers and platforms. Use small image file size with correct compression to deliver a high performance website. Limit use of overly large image size for web display. Use basic HTML to ensure performance and reliability for all browsers. Ensure proper color and layout across platforms.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

14
### Synthesis continued

<table>
<thead>
<tr>
<th>Matrix II: Site Content Considerations &amp; User Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Site Content Considerations</strong></td>
</tr>
<tr>
<td><strong>Supplemental Content</strong></td>
</tr>
<tr>
<td><strong>Products</strong></td>
</tr>
<tr>
<td><strong>Services</strong></td>
</tr>
<tr>
<td><strong>Self-Promotion</strong></td>
</tr>
<tr>
<td><strong>Existing Customer</strong></td>
</tr>
<tr>
<td>Create the image of a traditional, exclusive, and professional company to existing customer base. The key idea is to design a brand that the existing customers are proud of. They identify with the company’s philosophy and belief.</td>
</tr>
<tr>
<td>- Use of the program “kayak portfolios” to assist existing customers to make their own kayak portfolios. Customers are able to store personal preferences and favorite kayak model information on the company’s database. Customers can retrieve the information in later visits. BMW’S website offers such technology.</td>
</tr>
<tr>
<td>- Provide resourceful information and techniques for existing customers on how to build, maintain, and repair kayaks.</td>
</tr>
<tr>
<td>- Prominently display corporate logo and tag line throughout the site to ensure maximum recognition.</td>
</tr>
<tr>
<td>- Use unified color scheme to aid site identification and navigation.</td>
</tr>
<tr>
<td>- Complete kayak information section, including the design statement, technical data, special features and options, photo gallery of each model of kayak. Much like the Mercedes-Benz website, customers can choose different models and learn more about each specific product line features.</td>
</tr>
<tr>
<td>- Private order progress section with pictures of kayak being built with weekly updates, integrated and responsive customer service section, via phone, fax, and e-mail,</td>
</tr>
<tr>
<td>- Constantly updated resource information can encourage frequent visits of the existing customers.</td>
</tr>
<tr>
<td>- Use of splash screen between sections to build company image and educate customer of each section and its function.</td>
</tr>
<tr>
<td>- Focus on “why” materials and technology to appeal to customers. The goal of this section is to convince prospective customers of the advantage of choosing wooden kayaks over plastic or fiberglass kayaks. This section will come in from different angles such as environmental, custom, traditional, safety, performance, and durability to convince why this company’s products are better than others.</td>
</tr>
<tr>
<td>- Home page focuses on functions; model selector build your own, boat history, and research.</td>
</tr>
<tr>
<td><strong>Prospective Customer</strong></td>
</tr>
<tr>
<td>Create the image of a traditional, exclusive and professional company to attract prospective customers. The key idea is to design a brand image that the user wants to identify himself with. A company philosophy that he wants to believe in.</td>
</tr>
<tr>
<td>- Leverage product customer features, professional design and clean and simple layout to support the company’s image building.</td>
</tr>
<tr>
<td>- Prominently display corporate logo and tag line throughout the site to ensure maximum recognition in order to differentiate this website from many other sites that the users have been to.</td>
</tr>
<tr>
<td>- Use unified color scheme to aid site identification and navigation.</td>
</tr>
<tr>
<td>- Use of the program “kayak portfolios” to assist prospective customers to select their own kayak portfolios and to ease their decision process. With their own kayak portfolios, customers are able to store personal preferences and favorite kayak model information on the company’s database. Customers can retrieve the information in later visits. BMW’S website offers such technology.</td>
</tr>
<tr>
<td>- Detailed “Build Your Own” section assists future customer to measure, design, and customize their kayak to their own specific physical attributes and preferences.</td>
</tr>
<tr>
<td>- Use of stories of kayaks and images of nature to appeal to customers, so that they could identify with the products.</td>
</tr>
<tr>
<td>- Complete kayak information section, includes the design statement, technical data, special features and options, photo gallery of each model of kayak.</td>
</tr>
<tr>
<td>- Offer custom fit and design features of product to better meet future customer’s demands.</td>
</tr>
<tr>
<td>- Order process confirmation section can update customers with information on their orders.</td>
</tr>
<tr>
<td>- History and Design sections introduce the lifestyle to the future customers. This section can also familiarize prospective customers with the history of this type of sport.</td>
</tr>
<tr>
<td>- Company press release and coverage published in a timely fashion to build up the visibility of the company.</td>
</tr>
<tr>
<td>- Use of splash screen between sections to build company image and educate customer of each section and its function.</td>
</tr>
<tr>
<td>- Focus on “why” materials and technology to appeal to customers. The goal of this section is to convince prospective customers of the advantage of choosing wooden kayaks over plastic or fiberglass kayaks. This section will come in from different angles such as environmental, custom, traditional, safety, performance, and durability to convince why this company’s products are better than others.</td>
</tr>
<tr>
<td>- Home page focuses on functions; model selector build your own, boat history, and research.</td>
</tr>
<tr>
<td><strong>Journalist</strong></td>
</tr>
<tr>
<td>Focus on “customory” story. Build image of professional, custom, quick and clean site, company and presentation. Build company information, press kit section for general information and product photos. Downloadable print quality images and stories. Promote company from a high technology angle.</td>
</tr>
<tr>
<td>This audience is interested in the product area includes general kayak information, custom-fit program, and custom design sections. This audience will focus on customer service, repair history, design, and product support areas.</td>
</tr>
<tr>
<td><strong>Competitor</strong></td>
</tr>
<tr>
<td>The goal is that this website needs to be “exceptionally” better than any of the competitors. This company must be a model that they need to chase and emulate. The overall goal is to make the competitor copy us. Therefore, the website overall should have a very high-quality, and professional look and feel.</td>
</tr>
<tr>
<td>Focus on overall site design, customize feature, design your own section, and boast model information sections.</td>
</tr>
<tr>
<td>The audience will investigate in company information, price, articles for credibility. They will also examine the products and services for confirmation of this legitimacy of the company.</td>
</tr>
<tr>
<td>The audience will examine the products and services for confirmation of the legitimacy of the company. Business partner and vendors will check for the company’s customer service quality and thoroughness. They will also look at order process for professionalism to decide if this company is suitable to be partnered with.</td>
</tr>
<tr>
<td><strong>Business Partner/ Vendor</strong></td>
</tr>
<tr>
<td>A professional website that exhibits consistency, organization, cleanliness, and functionality is needed to appeal to this group of audience.</td>
</tr>
<tr>
<td>This audience will investigate in company information, price, articles for credibility. They will also examine the products and services for confirmation of this legitimacy of the company.</td>
</tr>
<tr>
<td>The audience will examine the products and services for confirmation of the legitimacy of the company. Business partner and vendors will check for the company’s customer service quality and thoroughness. They will also look at order process for professionalism to decide if this company is suitable to be partnered with.</td>
</tr>
<tr>
<td>Appeal to parties that are looking for a high-end company to be associated with. Therefore, a well designed and organized website is needed to promote such a corporate image.</td>
</tr>
</tbody>
</table>
Synthesis continued

Content Navigation
A series of site content navigation approaches were explored to establish the appropriate content organization. The strengths and limitations of each approach were identified to offer a subjective viewpoint. Three examples of this exploration are shown on pages 16-18.

Navigation Approach: Arranged by Type of Kayaking Experience

Strengths: This navigation map offers the most direct kayaking experience. The website could be branded according to the user’s preferences and needs. It serves as an entertainment resource that offers information to be experienced by real-life kayakers. The existing example is www.brandchannel.com by Interbrand. It provides nothing but branding information shared by the corporate branding community. It’s an ideal way to create loyal fan base.

Limitations: This navigation map provides minimum direct promotional information on the product. While it is acceptable for a large corporation such as Interbrand to devote financial and human resources to nurturing the branding community, it is not an economical and practical model for smaller companies.

<table>
<thead>
<tr>
<th>1. Physical/Mental Challenge</th>
<th>Keyword:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Expedition</td>
<td>Challenge, focus, alive, motivation, excitement, accomplishment, pride, anticipation, expectation, courage, bravery, confidence, joy, compassion, endurance, perseverance, exhilaration, hopeful, stimulation, potential, commitment, positive, adventure, fulfillment, optimistic, worry, string, tired, exhausted, weak, fatigued, anger, hurt, lost, scared, frustration, fear, pessimistic, disappointment, failure.</td>
</tr>
<tr>
<td>• Challenge yourself</td>
<td></td>
</tr>
<tr>
<td>• Test your limits and endurance</td>
<td></td>
</tr>
<tr>
<td>• Physical exercise</td>
<td></td>
</tr>
<tr>
<td>• Maximize potential</td>
<td></td>
</tr>
<tr>
<td>• Adrenaline rush</td>
<td></td>
</tr>
<tr>
<td>• Get lost</td>
<td></td>
</tr>
<tr>
<td>• Self-realization</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Leisure/Recreational</th>
<th>Keyword:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Enjoy the moment of quietness</td>
<td>Fun, amusement, freedom, travel, worldly, leisure, family, friend, relaxation, recreation, entertainment, refreshing, past time, rest, mellow, meditation, reflection, tranquillity, serenity, peacefulness, calmness, fresh air, away from civilization, hide out, worry-free.</td>
</tr>
<tr>
<td>• Gain kayak experience</td>
<td></td>
</tr>
<tr>
<td>• Enjoy freedom</td>
<td></td>
</tr>
<tr>
<td>• Go to new places</td>
<td></td>
</tr>
<tr>
<td>• Be on the water and get wet</td>
<td></td>
</tr>
<tr>
<td>• Hang out with friends</td>
<td></td>
</tr>
<tr>
<td>• Wine tasting</td>
<td></td>
</tr>
<tr>
<td>• Picnic</td>
<td></td>
</tr>
<tr>
<td>• Camping</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Enjoy Nature</th>
<th>Keyword:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• See wildlife</td>
<td>Bird chirping, flower blooming, scenery, view, panorama, water running, education, spectacular, breath-taking, amazing, sensational, striking, unrefined, genuine, wilderness, woods, back country, wildlife reservations.</td>
</tr>
<tr>
<td>• Whale watching</td>
<td></td>
</tr>
<tr>
<td>• Take photographs of nature</td>
<td></td>
</tr>
<tr>
<td>• Be in natural environment</td>
<td></td>
</tr>
</tbody>
</table>
Synthesis continued

Navigation Approach: Arranged by Areas of Interest

**Strengths:** This content navigation map focuses on three main areas of interest: product, brand experience, and the company. The organizational method pays heavy attention to branding the experience, without ignoring the ultimate goal of the corporate website—to promote the product and the company. The existing examples of this model are Ducati (www.ducati.com) and Volkswagen (www.vw.com). Both companies have an extremely loyal fan base and products with a personality.

**Limitations:** The above examples are companies that have established a solid fan base before the corporate website was launched. Therefore, it is relatively easy for these companies to maintain their brand images. A new company needs time to establish its brand and user support before being able to provide the user the full benefit of the “brand experience” on the Internet.

<table>
<thead>
<tr>
<th>1. Kayak (product)</th>
<th>Features:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Model</td>
<td>Model selector, style selector, style design introduction, product statement, product customization/personalization, product comparison, features &amp; options, product specification, gallery.</td>
</tr>
<tr>
<td>• Performance</td>
<td></td>
</tr>
<tr>
<td>• Style</td>
<td></td>
</tr>
<tr>
<td>• Area of expertise</td>
<td></td>
</tr>
<tr>
<td>• Personal preference</td>
<td></td>
</tr>
<tr>
<td>• Activity</td>
<td></td>
</tr>
<tr>
<td>• Kayaking experience</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Brand Experience</th>
<th>Features:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Kayak building history</td>
<td>Special interest contents, event planner, user submissions, downloadable, user forum, Web resource center, kayak portfolio, newsletter broadcasting, search engine.</td>
</tr>
<tr>
<td>• Kayaking history</td>
<td></td>
</tr>
<tr>
<td>• Kayak style origins</td>
<td></td>
</tr>
<tr>
<td>• Boat portfolio</td>
<td></td>
</tr>
<tr>
<td>• User message board &amp; forum</td>
<td></td>
</tr>
<tr>
<td>• User contributory: personal stories &amp; photos</td>
<td></td>
</tr>
<tr>
<td>• Brochures, pictures for download</td>
<td></td>
</tr>
<tr>
<td>• Hyperlinks to related Web resources</td>
<td></td>
</tr>
<tr>
<td>• Newsletter</td>
<td></td>
</tr>
<tr>
<td>• Site content search</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Company</th>
<th>Features:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Contact information</td>
<td>Special interest contents, legal documents, site map, FAQs, online help.</td>
</tr>
<tr>
<td>• Corporate background and mission</td>
<td></td>
</tr>
<tr>
<td>• Privacy &amp; Security</td>
<td></td>
</tr>
<tr>
<td>• Guarantee &amp; Warranty</td>
<td></td>
</tr>
<tr>
<td>• Legal statement</td>
<td></td>
</tr>
<tr>
<td>• Site map</td>
<td></td>
</tr>
<tr>
<td>• FAQs</td>
<td></td>
</tr>
</tbody>
</table>
Navigation Approach: Arranged by Relevancy to a Kayak Journey

**Strengths:** This content navigation map provides users with the experience of a kayak trip preparation checklist and what they may encounter during a typical kayak journey. It is resourceful to users who have little or no previous kayak experience. It also provides reasons and purpose for returning visits, as users can learn more from time to time.

**Limitations:** While the content of this site provides useful information to novice kayakers, it is less helpful to experienced ones. Moreover, it doesn’t offer a direct opportunity to promote the sale of products. For a company that needs to build a reputation from its products, this map seems to provide less useful content structure.

1. **Things to bring**
   - Kayak
   - Kayaking accessories: paddle, tow system, hatch, ropes, etc.
   - Kayaking outfits: stretch skirt, jacket, dry suit, undergarments, etc.
   - Navigational system: compass, map, radio, etc.
   - Safety Kit: life-saving vest, whistle, flash light, etc.
   - Emergency Kit: medicine, first aid, bandage
   - Camping gears: tent, sleeping bag, cooking utensils
   - Boat Repair Kit: paint, glue, patch, etc.
   - Recording materials: camera, journal

2. **Things to do**
   - Exploration
   - Expedition
   - Physical exercise
   - Personal challenge
   - Enjoy wildlife
   - Spend quality time with friends and family
   - Gain boating experience
   - Photography
   - Recreation/Relaxation
   - Adventure

3. **Things to see/enjoy**
   - Natural scenery: mountain, beach, sea cliff, island, shoreline, waterfall, ocean, creek, river
   - Natural object: tree, flower, grass, wood log, sand, rock, mud, ice
   - Wildlife: bird, insect, fish, shellfish, turtle
   - Natural phenomenon: sun, sunset, moon, star, rain, snow, fog
   - Man-made material: lighthouse, campground, shelter

4. **Things to know**
   - Kayak performance
   - Trip planning
   - Navigation
   - Kayak repair
   - Tide schedule
   - Map reading
   - Help seeking
   - Currents/undertow
   - Weather condition
   - Your physical limitation
Ideation

Metaphor Investigation—Forced Juxtaposition
Possible metaphors to help brand the website were investigated. A theme with a kayak-related metaphor brings uniqueness to the overall design and sets the Benner Boat website apart from all other corporate websites. For instance, a navigational or explorational theme is more appropriate to be used on a kayak site than on a general sporting goods site. Thus, developing the appropriate theme remained important throughout the ideation and implementation process. The exercise on forced juxtaposition turned out to be a surprisingly resourceful tool in generating themes and imagery. Forced juxtaposition is a brainstorming tool that “force” the exploration of potential attributes, and their relationships and connections.

<table>
<thead>
<tr>
<th>Attribute 1: Things to bring</th>
<th>Attribute 2: How you feel</th>
<th>Attribute 3: Things to enjoy</th>
<th>Attribute 4: Things to do</th>
<th>Attribute 5: Things to know</th>
</tr>
</thead>
<tbody>
<tr>
<td>kayak</td>
<td>tranquility</td>
<td>grass</td>
<td>test your limit</td>
<td>kayak performance</td>
</tr>
<tr>
<td>paddle</td>
<td>calmness</td>
<td>tree</td>
<td>enjoy nature</td>
<td>kayak style</td>
</tr>
<tr>
<td>spray skirt</td>
<td>excitement</td>
<td>flower</td>
<td>challenge yourself</td>
<td>kayak history</td>
</tr>
<tr>
<td>bag</td>
<td>anticipation</td>
<td>sand</td>
<td>moment of quietness</td>
<td>trip planning</td>
</tr>
<tr>
<td>water</td>
<td>expectation</td>
<td>rock</td>
<td>get to places</td>
<td>navigation</td>
</tr>
<tr>
<td>rope</td>
<td>excitement</td>
<td>mountain</td>
<td>hang out with friends</td>
<td>kayak repair</td>
</tr>
<tr>
<td>booties</td>
<td>confidence</td>
<td>ocean</td>
<td>physical exercise</td>
<td>tide schedule</td>
</tr>
<tr>
<td>dry suit</td>
<td>optimistic</td>
<td>river</td>
<td>expedition</td>
<td>reading map</td>
</tr>
<tr>
<td>jacket</td>
<td>compassion</td>
<td>creek</td>
<td>exploration</td>
<td>how to see help</td>
</tr>
<tr>
<td>compass</td>
<td>frustration</td>
<td>waterfall</td>
<td>adventure</td>
<td>what to bring</td>
</tr>
<tr>
<td>map</td>
<td>fear</td>
<td>beach</td>
<td>be on water</td>
<td>current/undertow</td>
</tr>
<tr>
<td>GPS</td>
<td>scare</td>
<td>sun</td>
<td>whale watching</td>
<td>weather condition</td>
</tr>
<tr>
<td>food</td>
<td>free</td>
<td>moon</td>
<td>freedom</td>
<td>your physical limit</td>
</tr>
<tr>
<td>camping gear</td>
<td>endurance</td>
<td>star</td>
<td>see wildlife</td>
<td></td>
</tr>
<tr>
<td>journal</td>
<td>motivation</td>
<td>whale watching</td>
<td>gain experience</td>
<td></td>
</tr>
<tr>
<td>pen</td>
<td>alive</td>
<td>wood log</td>
<td>test endurance</td>
<td></td>
</tr>
<tr>
<td>undergarments</td>
<td>focus</td>
<td>shellfish</td>
<td>self-realization</td>
<td></td>
</tr>
<tr>
<td>radio</td>
<td>exhilaration</td>
<td>bird</td>
<td>maximize potential</td>
<td></td>
</tr>
<tr>
<td>book</td>
<td>accomplishment</td>
<td>wood log</td>
<td>having good time</td>
<td></td>
</tr>
<tr>
<td>lifesaving vest</td>
<td>joy</td>
<td>sea cliff</td>
<td>getting wet</td>
<td></td>
</tr>
<tr>
<td>hat</td>
<td>pride</td>
<td>boat</td>
<td>journey</td>
<td></td>
</tr>
<tr>
<td>sunglasses</td>
<td>hurt</td>
<td>people</td>
<td>get lost</td>
<td></td>
</tr>
<tr>
<td>emergency kit</td>
<td>worry</td>
<td>shelter</td>
<td>adrenaline rush</td>
<td></td>
</tr>
<tr>
<td>tow system</td>
<td>anger</td>
<td>campground</td>
<td>wine tasting</td>
<td></td>
</tr>
<tr>
<td>whistle</td>
<td>lost</td>
<td>island</td>
<td>education</td>
<td></td>
</tr>
<tr>
<td>flashlight</td>
<td>exhausted</td>
<td>shoreline</td>
<td></td>
<td></td>
</tr>
<tr>
<td>sponge</td>
<td>fatigued</td>
<td>lighthouse</td>
<td></td>
<td></td>
</tr>
<tr>
<td>sunscreen</td>
<td>pessimistic</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>survival kit</td>
<td>disappointment</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Chosen runs through attribute listings above:
1. compass focus rain journey tide schedule
2. journal excitement bird freedom trip planning
Unexpected Influence Exploration
This matrix was another tool developed to generate design ideas to enhance the kayaking experience. In this exercise, the designer placed herself in a kayaker point of view to examine the types of theme and imagery that might be appropriate to apply to the design solutions. Intangible or perceptual values such as timing, pacing, and tempo of different kayaking experiences were investigated to generate ideas for the design.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Point of View</th>
<th>Imagery</th>
<th>Timing &amp; Pacing</th>
<th>Tempo /Line Notation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical/Mental Challenge</td>
<td>• First person point of view</td>
<td>• Tip of the boat</td>
<td>• Fast speed</td>
<td>- _ _ _ _ _ _</td>
</tr>
<tr>
<td></td>
<td>• Low angle</td>
<td>• High surf</td>
<td>• Strong</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Close to the body of water</td>
<td>• Big waves</td>
<td>• Rough</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Solitude</td>
<td>• Rain</td>
<td>• Up &amp; down</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Wetness</td>
<td>• Irregular</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Weathered skin</td>
<td>• Accelerate</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Big drop</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Unpredictable</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Sudden</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Heavy impact</td>
<td></td>
</tr>
<tr>
<td>Leisure/Recreational</td>
<td>• Third person point of view</td>
<td>• Sunset, sunrise, sunshine</td>
<td>• Relax</td>
<td>_ _ _ _ _ _</td>
</tr>
<tr>
<td></td>
<td>• Long or medium shot of surrounding environment</td>
<td>• Calm water</td>
<td>• Slow</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Inclusion of kayaker in the picture</td>
<td>• Summer scenery</td>
<td>• Lay back</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Fellowship</td>
<td>• Picnic basket</td>
<td>• Repetitive</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Campground</td>
<td>• Predictable</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Tent</td>
<td>• Light</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Lively</td>
<td></td>
</tr>
<tr>
<td>Nature Exploration</td>
<td>• First person point of view</td>
<td>• Green vegetation</td>
<td>• Still</td>
<td>_ _ _ _ _ _ _</td>
</tr>
<tr>
<td></td>
<td>• As a curious spectator</td>
<td>• Untampered land</td>
<td>• Unchanged</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Long shot at nature</td>
<td>• Iceland, iceberg</td>
<td>• Frozen in time</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Atmospheric</td>
<td>• Bizarre shape of sea cliff</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Rugged terrance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Ideation continued

Ideation Sketches

The following thumbnail sketches show the exploration of various compositional structures for the website in the ideation stage. The goal of this exercise was to examine possible design solutions without being limited by technology. Subsequently, the successful designs would then be developed in digital format. Working with pencil and paper allowed the designer more creative freedom.

Ideation for possible design solutions for Benner Boat Company website
Ideation continued
Ideation continued
Possible Design Solutions

A Kayak Journey Experience
This application is designed using the metaphor of a kayak journey. The website contents are arranged by the categories of what a kayaker would experience:

- Exploration: The activities, scenery, and wildlife they would experience
- Navigation: The process of kayak touring
- Destination: The places they would go
- Benner Tradition: The kayak that enables this experience

To simulate a kayaking tour experience, animation, sound and other multimedia visual effects were used to enhance the user interaction. Background images were used to establish and surround the audience with simulated environments.

Communication Goal:
To provide useful, interesting, and updated content to enhance the value of the brand and to create a purpose for a user’s repeat visits to the site.

Similar to the Ducati website approach, this design solution utilizes a simulated kayaking environment, to engage and evoke the interests of users as they learn kayaking-related content and information.
Ideation continued

Second level content page: Navigation

The Role of Navigation

Navigation means knowing where you are and picking a safe, efficient route to where you want to go. These two skills are mandatory for long trips into unknown waters and are often valuable for shorter trips in well-known waters.

Crossing a striping lane is one critical example of how important it is to know where you are. The advantage of the visual method allows you to determine your location on a chart without the aid of any other instruments. By knowing where you are, you can plan an appropriate course to follow, keeping you from running aground or encountering other hazards.

A Topological Map*

Bear in mind that the North Atlantic can be unforgiving, and rocky shoals are the norm. So be prepared for serious paddling. Go to www.bennerboat.com for more information.

Santa Cruz Island

Located at the southern tip of the Channel Islands National Park, off the coast of southern California, Santa Cruz Island is a sanctuary in time for many species of wildlife and marine mammals, as well as archaeologists who are merely 15,000 years old. Contact Channel Islands National Park at 805-695-3865.

Benner Boat

- Aleut
- Bering
- Cape

Second level content page: Destination

Benner Boat

Notre Dame Bay

In the heart of Alaska, there is a kayaking trip involves paddling rugged coastline loaded with ancient human history, majestic life, and stunning views. Notre Dame Bay is the place. The area's abundant wildlife can be breathtakingly beautiful, and rocky shoals are the norm, so be prepared for serious paddling. Go to www.bennerboat.com for more information.

Mahone Bay

Imagine paddling a rocky, heavily forested coastline with classic New England charm, small towns with lobster pot taverns, fishing boats, comedian seafood terms with painted church steeples, and small local businesses with wooden oars. Except this isn't home, but Mahone Bay in Nova Scotia. For more info, contact www.mahonebaylobster.com.

Santa Cruz Island

Laid out at the southern tip of the Channel Islands National Park, off the coast of southern California, Santa Cruz Island is a sanctuary in time for many species of wildlife and marine mammals, as well as archaeologists who are merely 15,000 years old. Contact Channel Islands National Park at 805-695-3865.

Benner Tradition

- Aleut
- Bering
- Cape

Second level content page: Benner Tradition

- Aleut
- Bering
- Cape

25
A Customer Service-Oriented Experience
In this version of the application, every effort is made to assist customers with their purchasing decisions. The home page is designed for three levels of audience: new visitors, returning audience, and frequent users. Contents are organized as followed:

- **Boat Models**: Offers three different approaches to assist model selections.
- **Building & Design**: Provides information that a customer needs to choose the Benner Boat products.
- **Company**: Covers all customer service, ordering, and privacy information to ease purchasing anxiety.

**Communication Goal**
To provide an intuitive and simple process for customers to select and purchase products from the website.

Similar to the branding strategies used at Amazon.com, high quality customer service is crucial for user retention. Customers are loyal to the brand not because Amazon is the only outlet they can buy certain products, but because it offers a worry-free online purchasing experience.

This solution offers step-by-step interactive features, to assist the customers in the process of design, customization, selection, and kayak purchase.
Ideation continued

Second level content page:
Kayak History & Design

Second level content page:
Build Your Own--Interactive Boat List

Second level content page:
Build Your Own--Custom Fit
A Personalized Brand Experience
This application was designed to evoke emotional involvement of the audience. The website is composed of three mini-sections. Each section serves a particular audience that shares similar preferences. These groups are identified and categorized by the market research conducted prior to the design.

The content of each mini-site is arranged by the information that a user is interested in learning regarding his/her kayak.

- Benner Style: Introduces different styles of kayak produced by the company
- Kayak Building & Design: Introduces users to the process by which their kayaks have been created.
- Benner Community: Provides an outlet for users to share the stories and images of their exciting kayak adventures with each other, with the goal of nurturing a strong and loyal community and fan base.
- About Us: Presents the personality of the brand where users can learn about the boat builders and designers, and the story and philosophy of the company.

For those users who may not identify themselves with any specific preference group, the “Benner Style” category provides recommendations after first learning the user preferences.

Communication Goal:
To provide personalized, customized, and individualized content for users’ involvement with the brand.

Similar to Nike’s website, information is tailored to the specific needs of an individual. Products are recommended to the users according to their preferences.
Ideation continued

Second level content page: Kayak Building & Design

Building of a Bering Kayak

Bering kayaks are constructed using cedar wood strips 3/4" x 3/16" in size. Once the hull and deck forms are completed the entire boat is coated with a fiberglass outer coating and attached in place using clear epoxy resin. The resulting structure is highly durable and strong.

Every Benner Boat is custom built to order. We use no mass production techniques, instead we focus on each boat and the custom craftsmanship that goes into creating your boat. This process takes longer, but is the way we ensure the quality of every hand crafted boat we make.

For each boat, wood is hand selected and cut to match your design and size requirements. Often wood is hand selected at the lumber yard specifically for your boat. The boat dimensions and boat form are custom cut to match your body dimensions and construction begins.

Second level content page: Benner Community

Paddling the Aleutians' Unalaska Island

The Aleutian Islands, a remote archipelago stretching in a great arc from southwest Alaska to Siberia, are situated where the relatively warm Northern Pacific Ocean and the frigid Bering Sea collide. The island's bad weather is legendary, with frequent fog, gale-force winds, and rain—they have been called the "Birthplace of Winds," and the "Cradle of Storms."

In early March, 2001, I was in Dutch Harbor on the eastern end of Unalaska Island, ready to take off for a three-week-long trip along the coast of Unalaska Island, one of the biggest islands of the Aleutian chain.

We planned to paddle the approximately 200 miles of the Bering Sea coast north of Unalaska. Alternatively, time permitting, we would circumnavigate the island, adding some 40 miles to the trip. We expected the weather to be unpredictable, so we had to be flexible and adjust our plans to the conditions as they developed.

Second level content page: Benner Style

Bering Series

Extremely responsive to every paddle and stroke, the Bering Series serve as excellent exercise boats for speed and physical challenge. Ideal for open water or rough weather conditions.

Nautical Dimensions

| Max. Beam | 32 in |
| Max. Load | 192 lbs |
| Length | 16' 10" |
| Weight | 37 lbs |

Performance

- Stability: 
- Speed: 
- Maneuverability: 

Preference

- Expedition
- Dry conditions
- Open water
- Weekend travel
- Sport
- Quiet water
Intermediate Evaluation

Survey
A survey was developed and distributed electronically to assist in the procedure of intermediate evaluation. Survey participants were selected from either the kayak or computer industries. Candidates from the kayak industry were those who had participated in previous market research conducted by Benner Boat Company. Participants from the computer industry had various professional backgrounds—Web programming, content development, user interface design, graphic design, and software engineering. They were the professional contacts which the designer had obtained previously while working in the Internet technology field.

All three possible solutions were uploaded to a web server. Participants were sent to the server after clicking on the hyperlink embedded in the survey. Subsequently, they were able to provide answers while observing the screen shots simultaneously. Each solution was labeled A, B, and C, respectively, for easy identification.

The following is a list of questions in the survey that provided feedback for the final design solution:

Among all three of the possible solutions, A, B, and C:

• Which one is the most effective?
• Which one is the most user-friendly?
• In which one is the content most clearly presented?
• In which one is the placement of the navigation the most intuitive?
• In which one is the placement of the logo the most noticeable?
• In which one is the imagery best utilized?
• Will you come back again for a repeat visit?
• Do you have any additional comments?

Thesis Committee Feedback
Aside from the survey, a full thesis committee meeting was also conducted to provide feedback to the designer. During the meeting, each of the three possible design approaches were analyzed and evaluated in terms of its overall strengths, limitations, and effectiveness of design decisions.

The suggestions and constructive criticism from the committee members was instrumental in guiding the designer to focus on a clear direction for the final design solution.
 Intermediate Evaluation continued

Summary
The overall responses from survey participants and committee members were positive. The constructive comments from both sources are summarized as followed:

- Provide clear field, reasonable negative space for the logo mark
- Continue to develop the kayak journey metaphor as part of the overall navigation
- Further explore the solution which provides the most accessible content on the Home page
- Follow a meaningful grid system across all page layouts
- Incorporate the use of line notation as appropriate
- Investigate the proper use of certain imagery
- Utilize action words for hyperlinks to prompt user’s action

Taking the above comments into account, the intermediate evaluation provided adequate useful feedback and suggestions to apply to the final solution. The sample and completed surveys are located in Appendix B (please refer to page 55).
Implementation

The final design solution was developed based on the feedback from the intermediate evaluation. The following are design considerations applied to the final solution.

Color Decisions
The color of light blue, beige, and light gray were chosen to conceptually associate with the kayaking experience. Light blue symbolizes the sky and ocean, the two most seen elements during a kayak journey. Warm beige represents the wooden tone and the handmade, humanistic quality of the product. Light gray was intended to connote tradition and refinement. In areas that simulate the kayak journey metaphor, black was also used to dramatize the visual effect.

The final colors were selected not only based on the synthesis and ideation, but also on the optimization of screen display. As a result, each color worked with the others harmoniously, yet created enough contrast to separate itself from the others. Hence, the effect of a simple, legible page layout with an appropriate level of visual hierarchy was achieved.

Typographic Decisions
Much consideration was given to selecting a typeface that contrasted with the logo type, while fulfilling the communication goals and meeting the limitations of on-screen display. Optima achieved all of the above criteria.

The non-circular bowl and arch shapes of Optima sets itself apart from the geometric Futura Condensed logo type. The organic-looking bowl and varying thick and thin strokes speak for the humanistic quality of the custom-made wooden kayak. With the tall x-height, wide bowl, and san serif characteristics, Optima lent itself to be an ideal typeface for screen display. Besides Optima, Arial was chosen for the HTML running text, for its cross-platform compatibility and legibility.

Compositional Decisions
The horizontal orientation of the page content layout was inspired by the horizontal shape of a kayak. In addition, limiting the amount of text shown at one screen eliminates scrolling and allows more control asserted by the designer.

Content display area is divided into two columns: the left one is for running text, the right one is reserved for pictures, highlighted features, and hyperlinks. The line length of the left column fits approximately 10-12 words, reducing the necessity of locating the beginning of the next line of type. A curve across the top to bottom on the right side of screen echoes the curve of the logo mark.
Imagery Decisions
The selected images are intended to not only create interesting visual effect, but also to evoke the emotional involvement of the audience and to enhance the kayaking experience. Since the sources of imagery varied, great care was taken to select and edit each individual image to achieve a unifying style. Most images were slightly desaturated and sharpened to create the effect of tradition, refinement, and sophistication.

Moreover, to simulate the wide horizon and open point of view that the kayaking activity is associated with, the designer consciously chose kayaker images that are wide-angled and medium-ranged. With the vast background of sky or ocean, these images helped to establish the look and feel of serenity and spaciousness.
Implementation continued

Benner Boat Company corporate website
Home Page

Benner Boat Company corporate website
second level content page
Exploration

Paddling the Aleutian's Unalaska Island

The Aleutian Islands, a remote archipelago stretching in a great arc from southwest Alaska to Siberia, are situated where the relatively warm Northern Pacific Ocean and the frigid Bering Sea collide. The island's bad weather is legendary, with frequent fog, gale-force winds, and rain—they have been called the "Birthplace of Winds" and the "Cradle of Storms."

In March 2001, I was in Dutch Harbor on the eastern end of Unalaska Island, ready to take off for a three-week-long trip along the coast of Unalaska Island, one of the biggest islands of the Aleutian chain.

We planned to paddle the approximately 200 miles of the Bering Sea coast north of Unalaska. Alternatively, time permitting, we would circumnavigate the island, adding some 40 miles to the trip. We expected the weather to be unpredictable, so we had to be flexible and adjust our plans to the conditions as they developed.
The Role of Navigation

Kayak navigation focuses more on avoiding hazardous areas that could be an immediate threat to a paddler’s safety; wakes with strong currents, strong winds, big waves, or big ships. Dismissing these hazards and knowing how to avoid them is part of navigation.

Crossing a shipping lane is one example of how important it is to know where you are. The Angle-on-the-Bow method allows you to determine if you are on a collision course with an approaching boat. No change in the angle signals a collision is imminent, and you must immediately alter your course to avoid an accident.

13 Top Kayak Touring Destinations

Notre Dame Bay
If your idea of the ultimate sea kayaking trip involves paddling rugged coastline loaded with ancient human history, marine life, and coves, then Notre Dame Bay is for you. The North Atlantic can be unforgiving and rocky beaches are the norm, so be prepared for serious swell. Log on to www.kayakersrd.com for more information.

Marine Bay
Imagine paddling a rocky, heavily forested coastline with classic New England charm: small harbors with weathered old sailboats, centuries-old colonial towns with pointed church steeples, and small bays with wooden sailboats. Except this isn’t Maine, but Marine Bay in Nova Scotia. For more info, contact www.marinebaykayaks.com.

Santa Cruz Island
Largest of five islands in the crown of the Channel Islands National Park, off the coast of Southern California. Santa Cruz Island is a sanctuary in time for many species of wildlife and marine mammals, as well as archaeological sites that are nearly 13,000 years old. Contact Channel Islands National Park at www.nps.gov.
Benner Boat Company corporate website second level content page

**Tradition**

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**Implementation continued**

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Benner Boat Company corporate website second level content page

**Production**
Thesis Exhibition
The Bevier Gallery presentation reflected the work in progress at the twelfth week of the twenty-week thesis development process. The exhibit panels defined the project overview and presented various possible solutions from the ideation process, and the final solution at the current stage of development. To help viewers understand the topic of corporate branding on the Internet better, the panels provided definitions of “corporate identity” and “brand.” Also included were the characteristics and considerations of an effectively branded corporate website.

The aim of this presentation was to communicate to the viewers on an intimate level. To achieve this goal, panels were designed to fit in a self-contained space, at an eye-level height for an average audience. Exhibit panels are included in Appendix A (please refer to page 53).
Future Dissemination

In the immediate future, the final design application will become the real-life corporate website of Benner Boat Company. The researched and investigated theories and methods from the fields of marketing, branding, graphic design, and user-center design will be tested in the real-world environment and validated by the feedback of prospective customers. Customer feedback will in turn provide suggestions for the designer to make future design improvements.

Information found in this thesis project will serve as a compass to guide the project development of future corporate websites, regardless of the type of products or services provided by the corporation. The design methods learned and recorded in this report during the research, synthesis, ideation implementation, dissemination, and evaluation phases will be employed within future design projects.

This information will be used by the designer, and potentially by fellow graphic designers who are interested in investigating further in the subject area of Internet branding.
Retrospective Evaluation

Telephone Interview
The retrospective evaluation for the application was a follow-up telephone survey conducted with the participants who responded to the intermediate evaluation. Screen shots of the final design application were sent to each respondent prior to the interview. During the interview, the respondents were asked questions while viewing the imagery simultaneously on the screen. Evaluating the application in various stages by the same group of professional respondents was beneficial to the project development. It provided the designer with the ability to compare feedback at various stages of development in order to measure the effectiveness of the implementation.

The demographics of the evaluators during the final stage were as follows: a graphic designer, a user-interface designer, a content developer, and two web developers. The evaluation included the following yes or no questions:

• Is the navigation user friendly?
• Is the content clearly presented?
• Is the content subject related?
• Is the imagery content related?
• Is the corporate identity effective?
• Is the site functionality simple and intuitive?

Also included in the telephone one-on-one survey were three open-ended response questions as follows:

• Do you consider this website resourceful?
• Would you come back to visit this website again?
• Do you have any additional comments?

Of the five surveys gathered, all respondents were overwhelmingly positive about the design application. They felt that significant progress had been made between the stages of ideation and implementation, and that the final design application is clear, effective, and easy to navigate. Moreover, the site content is closely related to the subject of kayaking and is engaging enough for repeat visits. However, a comment was made by one of the respondents that more user community resources could be added for community building purposes.
Retrospective Evaluation continued

Thesis Committee Feedback
The final design application was evaluated by the thesis committee members. The aesthetic and pragmatic considerations of the application were carefully analyzed and examined. Further exploration of the corporate identity and the site navigation symbols were recommended for future development. In order to address these two points of discussion, the designer conducted a series of ideations on the corporate identity and navigation symbols to be reviewed by the thesis committee members and to serve as the future reference. The exploration on corporate identity and navigation symbols are located in Appendix C (please refer to page 60).

Conclusion
Overall, the retrospective evaluation was a confirmation that the design application was successful, and that the original goals for this thesis have been achieved. If this project is developed further, the effectiveness of the corporate identity and site navigation symbols would be thoroughly investigated. Moreover, the recommendation of adding more user-related content would be taken. More user-related content such as a community bulletin board, a listing of kayaking events, and a user profile would be added to enrich the branding experience that the website could offer.
Conclusion

The development of *Corporate Branding & Design in the Internet Environment* involved research, synthesis, ideation, selection, implementation, dissemination, and evaluation. The collective incorporation of these processes into this project has helped to successfully develop an effective and useful reference for online corporate branding and design. By combining the theories of online branding and graphic design with the pragmatic implementation considerations of website design, this thesis provides an opportunity for learning, understanding, and real-life application of internet branding for the graphic designer.

This thesis contributes to the design field by providing useful guidelines for the project development of future corporate websites. Information found in this thesis project can be utilized by fellow graphic designers who are interested in the exploration of Internet branding.

In conclusion, this thesis was a successful investigation that synthesized information from diverse subjects such as marketing, branding, graphic design, and online user interface design. The designer not only has fulfilled her initial goals of gaining an in-depth understanding of corporate identity, branding, web usability and user-center design, but has also developed an application to demonstrate the research findings. This thesis was a positive and valuable learning experience in the designer's graduate study.
Glossary

Awareness
The percentage of population or target markets who are aware of the existence of a given brand or company. There are two types of awareness: spontaneous, which measures the percentage of people who spontaneously mention a particular brand when asked to name brands in a certain category; and prompted, which measures the percentage of people who recognize a brand from a particular category when shown a list.

Brand
A brand is a mixture of attributes, tangible and intangible, symbolized in a trademark, which, if managed properly, creates value and influence.

Value
Value has different interpretations: from a marketing or consumer perspective it is “the promise and delivery of an experience”; from a business perspective it is “the security of future earnings”; from a legal perspective it is “a separable piece of intellectual property.” Brands offer customers a means to choose and enable recognition within cluttered markets.

Brand Associations
The feelings, beliefs, and knowledge that consumers (customers) have about brands. These associations are derived as a result of experience and must be consistent with brand positioning and the basis of differentiation.

Brand Experience
The means by which a brand is created in the mind of a stakeholder. Some experiences are controlled such as retail environments, advertising, products/services, and websites. Some are uncontrolled like journalistic comment and word of mouth. Strong brands arise from consistent experiences which combine to form a clear, differentiated overall brand experience.

Brand Identity
The outward expression of the brand, including its name and visual appearance. The brand’s identity is its fundamental means of consumer recognition and symbolizes the brand’s differentiation from competitors.

Brand Image
The customer’s net “out-take” from the brand. For users this is based on practical experiences of the product or service concerned (informed impressions) and how well these meet expectations; for non-users it is based almost entirely upon uninformed impressions, attitudes, and beliefs.
Brand Loyalty
How loyal a user is to a brand. Indicates whether the user buys the same brand every single time or changes between several brands within the same category.

Brand Management
Practically, this involves managing the tangible and intangible aspects of the brand. For product brands the tangibles are the product itself, the packaging, the price, etc. For service brands, the tangibles have to do with the customer experience—the retail environment, interface with salespeople, overall satisfaction, etc. For product, service, and corporate brands, the intangibles are the same and refer to the emotional connections derived as a result of experience, identity, communication, and people. Intangibles are therefore managed via the manipulation of identity, communication, and people skills.

Brand Personality
The attribution of human personality traits (seriousness, warmth, imagination, etc.) to a brand as a way to achieve differentiation. Usually done through long-term above-the-line advertising and appropriate packaging and graphics. These traits influence brand behavior through both prepared communication/packaging, and through the people who represent the brand—its employees.

Brand Positioning
The distinctive position that a brand adopts in its competitive environment to ensure that individuals in its target market can tell the brand apart from others. Positioning involves the careful manipulation of every element of the marketing mix.

Brand Strategy
A plan for the systematic development of a brand to enable it to meet its agreed objectives. The strategy should be rooted in the brand’s vision and driven by the principles of differentiation and sustained consumer appeal. The brand strategy should influence the total operation of a business to ensure consistent brand behaviors and brand experiences.

Brand Values
The code by which the brand lives. The brand values act as a benchmark to measure behaviors and performance.

Branding
Selecting and blending tangible and intangible attributes to differentiate the product, service, or corporation in an attractive, meaningful, and compelling way.
Glossary continued

Browser
A program which "reads" data on the Internet and transforms this into pictures, graphics, and text. One of the world's first browsers was Netscape.

Co-Branding
The use of two or more brand names in support of a new product, service, or venture.

Consumer Product
Goods (consumer goods) or services (consumer services) purchased for private use or for other members of the household.

Corporate Identity
An aggregate of what an organization is (employees, offices/plants, products/services, organizational structure, profits/losses, balance sheets, assets, markets served, geographic locations); what it stands for (values, beliefs, ethical, and cultural norms); what it does (products made and services performed); and how it does it (attitude towards the organization and the daily job).

Corporate Image
The aggregate of impressions and expectations that leaves a distinguishable profile of that organization in the mind of the public. This term is generally misunderstood and substituted for corporate identity.

Customer Service
The way in which the brand meets its customers' needs via its various different channels (for example, over the telephone or Internet in the case of remote banking, or in person in the case of retail or entertainment).

Data
Information. The word is often used in connection with computers or in context where large amounts of information is involved.

Demographics
The description of outward traits that characterize a group of people, such as age, gender, nationality, marital status, education, occupation, or income. Decisions on market segmentation are often based on demographic data.
High Technology (high tech)
A term with a vague and far-reaching meaning. This covers electronics, data
technology, telecommunications, medical technology, and bio-chemistry. In order
to be classified as a high tech company, one definition is that at least 35 percent of
the staff should have a technical qualification, and at least 15 percent of revenue
should be used for R&D. Another definition states that the company must employ
twice as many scientists and engineers and invest twice as much in R&D as the
average of all manufacturing companies in the country.

Home page
The introductory page for an organization on the World Wide Web.

Intangible
Incapable of being touched. Intangible assets include trademarks, copyrights,
patents, design rights, proprietary expertise, and databases. Intangible brand
attributes include brand names, logos, graphics, colors, shapes, and smells.

Internet
The worldwide network of networks.

Launch
The initial marketing of a new product in a particular market. The way in
which the launch is carried out greatly affects the product's profitability throughout
its lifecycle.

Link
A connection between two different pages (or in principle, two different websites).
A shortcut to another place on the Internet. Links are usually found in the text,
but pictures and animation can also be linked. Also called hyperlink.

Logo
A collective slang term more commonly used than other terms to refer to the
whole field of trademarks. Means the same as mark.

Mark
A collective term used to describe a graphic device that can include any or all of
the following: words, letters, or pictures to identify an object, organization, or
corporation, its product or services in a distinctive and appropriate manner.

Market Position
A measure of the position of a company or product on a market. Defined as
market share multiplied by share of mind.
Market Segment
A group of customers who (a) share the same needs and values, (b) can be expected to respond in much the same way to a company's offering, and (c) command enough purchasing power to be of strategic importance to the company.

Market Share
A company's share of total sales of a given category of product on a given market. Can be expressed either in terms of volume (how many units sold) or value (the worth of units sold).

Mass Marketing
Simultaneous standardized marketing to a very large target market through mass media. Other names for this are market aggregation and undifferentiated marketing.

Medium
A channel of communication with the sole purpose of sending a message from one or more senders to many recipients.

Niche Marketing
Marketing adapted to the needs, wishes, and expectations of small, precisely defined groups of individuals. A form of market segmentation, but aimed at very small segments. Niche marketing characteristically uses selective media.

Offering
What a company offers for sale to customers. An offering includes the product and its design, features, quality, packaging, and distribution, together with associated services such as financing, warranties, and installation. The name and brand of the product are also part of the offering.

Online
When a computer is connected to the World Wide Web.

Perceptual Mapping
Graphic analysis and presentation where actual and potential customers place a product or supplier in relation to other products and suppliers. Most perceptual maps show only two dimensions at a time, for example, price on one axis and quality on the other. There also are methods of graphically analyzing and presenting measurement data in three or more dimensions.
Promotion
Often used in connection with a campaign which is supported by various advertising activities. Often this covers marketing activities such as signs, events and demonstrations.

Surfing
Surfing is slang for using the Internet and the World Wide Web.

Tangibles
Capable of being touched. Tangible assets: manufacturing plant, bricks and mortar, cash, investments, etc.; Tangible brand attributes: the product and its packaging; Tangible brand values: useful qualities of the brand known to exist through experience and knowledge.

Target Group
Which type(s) of people a website is aimed at. Often similarities between the types of people can be categorized in a main target group. The people in the target group usually have the same characteristics.

Target Market
The market segment or group of customers that a company has decided to serve, and at which it consequently aims its marketing activities.

Trend
Often a tendency in society which points towards a general social development where only a few have begun to follow and act upon.

The Web
The World Wide Web. (See World Wide Web).

Visit
A person who visits a website is recorded as a visit.

Web Page
The name of the page the user sees when he uses the World Wide Web. Each web page has a particular address.

Website
A website is a place on the World Wide Web that has its own name. A company can, for example, have its own site—either on its own server or on a web host operated by an Internet Service Provider.
**World Wide Web (WWW)**
One of the Internet's standards. The World Wide Web is a large network of documents, which among other things contain hypertext and pictures. WWW is hypertext-based and makes it possible to organize the information in a user-friendly way. The information, which can be in the form of text, sound, pictures and/or animation, can be found on one computer or on different computers, but is easily accessible via a hyperlink.

**WWW**
Abbreviation for World Wide Web. (See above)

**Visual Image**
The aggregate of visual impressions of an organization that are formed in the public's mind.

**Visual Identity**
The visual "look" or "feel" of an organization's communications, products, and/or services.

**Virtual Identity**
(Term coined by Professor Robert O. Swinehart, Carnegie Mellon University) A flexible corporate identity system that has an infinite number of visually related marks that more appropriately represents the complex, diverse, and changing nature of corporations. Individual marks can provide tailored messages or identification for specific applications.
Bibliography

Books


**Websites**


www.mbusa.com. DaimlerChrysler AG.


www.perceptionkayaks.com. Watermarks LTD.


Appendices

Appendix A
Thesis Exhibition Panels

Appendix B
Intermediate Evaluation Survey

Appendix C
Exploration on Corporate Identity

Appendix D
Exploration on Navigation Symbols

Appendix E
Thesis Planning Document
Appendix A: Thesis Exhibition Panels

Panel 1

Corporate Branding & Design in the Internet Environment

Project Overview
The advance of Internet technology has changed the dynamic of corporate brand marketing. An effective corporate Web site not only promotes awareness, evokes emotions, activates consumer needs, assists the user to evaluate a product and creates the intention to purchase, but also provides an outlet for the user to purchase the product instantaneously.

This thesis project explores the integration and implementation of Online branding and design theories on the Internet. The thesis application focuses on the branding development of a corporate Web site for a hand-made wooden kayak company.

Corporate Identity
An aggregate of what an organization is, what it stands for, what it does, and how it does it.

Brand
A mixture of attributes, tangible and intangible, symbolized in a trademark, which, if managed properly, creates value and influence. A brand promises its customers the consistent satisfaction of a specific set of expectations. It offers customers a means to choose and enables recognition within cluttered markets.

Panel 2

Branding & Design Considerations for an Effective Corporate Web Site
- Address the specific needs of an individual within the niche market.
- Consistent design and imagery for audience appeal
- Ensure the ease of use of user interface and site navigation
- Provide engaging, relevant and updated content
- Explore the full potential of interactivity that the Internet offers

Building Brand through Relationship Marketing
On the Internet, loyalty to the brand means a repeat visit to a Web site. The more consumers are involved with the brand, the more they are responsive to the marketing efforts asserted by the company. A bond between the brand and its consumers is built on the knowledge and familiarity the consumers have about the brand. One approach to create and strengthen this relationship is to offer engaging and resourceful information to the Internet audience.

Ideation Approaches to Design Solution
- A Kayak Journey
- A Personal Experience
- A Customer Service Experience
Panel 3

Final Design Approach

Interactive Functions

Product Promotion
Consumer Education
Pragmatic Information
Associated Topics

Panel 4
Appendix B: Intermediate Evaluation Survey

From: "Cory Tan" <cory@corytan.com>
Subject: Design Solution Survey
Date: Thu, 17 April 2003 22:23:43 -0700

Corporate Branding in the Internet Environment

Direction: Please find three sets of purposed solutions, A, B and C, for the Benner Boat Company corporate website by visiting http://www.corytan.com/thesis/survey.html. Then answer the following questions concerning how effective these solutions are, by identifying the solution with (x).

Thank you for your participation in my thesis research.

Your Professional Expertise:

1 Which solution is the most effective?
A  
B  
C  

2 Which solution is the most user friendly?
A  
B  
C  

3 In which solution is the content most clearly presented?
A  
B  
C  

4 In which solution is the placement of the navigation the most intuitive?
A  
B  
C  

5 In which solution is the placement of the logo the most noticeable?
A  
B  
C  

6 In which solution is the imagery best utilized?
A  
B  
C  

7 Which solution will you more likely come back for a repeat visit?
A  
B  
C  

8 Do you have any additional comments?
Appendix B: Intermediate Evaluation Survey continued

From: "Kate Hanly" <khanly@sbcglobal.net>
To: "Cory Tan" <cory@corytan.com>
Subject: Re: Design Solution Survey
Date: Sat, 19 April 2003 18:05:10 +0000

> Corporate Branding in the Internet Environment
> -------------------------------------------------------
> Direction: Please find three sets of purposed solutions, A, B and C, for the Benner Boat
> Then answer the following questions concerning how effective these solutions are, by
> identifying the solution with (x).
> Thank you for your participation in my thesis research.

> Your Professional Expertise:
> Graphic Designer

> 1 Which solution is the most effective?
> A ___
> B ___
> C __x__

> 2 Which solution is the most user friendly?
> A ___
> B __x__
> C ___

> 3 In which solution is the content most clearly presented?
> A ___
> B ___
> C __x__

> 4 In which solution is the placement of the navigation the most intuitive?
> A ___
> B __x__
> C ___

> 5 In which solution is the placement of the logo the most noticeable?
> A ___
> B __x__
> C ___

> 6 In which solution is the imagery best utilized?
> A __x__
> B ___
> C ___

> 7 Which solution will you more likely come back for a repeat visit?
> A ___
> B ___
> C __x__

> 8 Do you have any additional comments?
Great graphics on solution A. Cory, good luck with your thesis studies.
>Corporate Branding in the Internet Environment

>Then answer the following questions concerning how effective these solutions are, by identifying the solution with (x).

>Thank you for your participation in my thesis research.

>Your Professional Expertise:
User Interface Designer

>1 Which solution is the most effective?
>   A _____
>   B _____
>   C __x__

>2 Which solution is the most user friendly?
>   A _____
>   B _____
>   C __x__

>3 In which solution is the content most clearly presented?
>   A _____
>   B _____
>   C __x__

>4 In which solution is the placement of the navigation the most intuitive?
>   A _____
>   B __x__
>   C _____

>5 In which solution is the placement of the logo the most noticeable?
>   A _____
>   B __x__
>   C _____

>6 In which solution is the imagery best utilized?
>   A _____
>   B _____
>   C __x__

>7 Which solution will you more likely come back for a repeat visit?
>   A _____
>   B __x__
>   C _____

>8 Do you have any additional comments?
Solution C might be a little difficult to accommodate a longer page
From: "Jeff Prob" <jeffp@westpostdigital.com>
To: "Cory Tan" <cory@corytan.com>
Subject: Re: Design Solution Survey
Date: Fri, 18 April 2003 12:25:00 +0200

> Corporate Branding in the Internet Environment
> -----------------------------------------------

> Direction: Please find three sets of purposed solutions, A, B and C, for the Benner Boat
> Then answer the following questions concerning how effective these solutions are, by
> identifying the solution with (x).

> Thank you for your participation in my thesis research.

> Your Professional Expertise:
> Web developer

> 1 Which solution is the most effective?
>   A ___
>   B ___
>   C _x_

> 2 Which solution is the most user friendly?
>   A ___
>   B _x_
>   C ___

> 3 In which solution is the content most clearly presented?
>   A ___
>   B _x_
>   C ___

> 4 In which solution is the placement of the navigation the most intuitive?
>   A ___
>   B _x_
>   C ___

> 5 In which solution is the placement of the logo the most noticeable?
>   A ___
>   B ___
>   C _x_

> 6 In which solution is the imagery best utilized?
>   A ___
>   B ___
>   C _x_

> 7 Which solution will you more likely come back for a repeat visit?
>   A ___
>   B _x_
>   C _x_

> 8 Do you have any additional comments?
Appendix B: Intermediate Evaluation Survey continued

From: "Jason Lee" <jasonl@yahoo-inc.com>
To: "Cory Tan" <cory@corytan.com>
Subject: Re: Design Solution Survey
Date: Fri, 18 April 2003 13:02:29 -0700

>Corporate Branding in the Internet Environment
>-----------------------------------------------------------------------

>Direction: Please find three sets of purposed solutions, A, B and C, for the Benner Boat
>Then answer the following questions concerning how effective these solutions are, by
>identifying the solution with (x).

>Thank you for your participation in my thesis research.

> Your Professional Expertise:
Content developer

>1 Which solution is the most effective?
>  A  ___
>  B  _x_
>  C  ___

>2 Which solution is the most user friendly?
>  A  ___
>  B  _x_
>  C  ___

>3 In which solution is the content most clearly presented?
>  A  ___
>  B  ___
>  C  _x_

>4 In which solution is the placement of the navigation the most intuitive?
>  A  ___
>  B  ___
>  C  _x_

>5 In which solution is the placement of the logo the most noticeable?
>  A  ___
>  B  _x_
>  C  ___

>6 In which solution is the imagery best utilized?
>  A  ___
>  B  ___
>  C  _x_

>7 Which solution will you more likely come back for a repeat visit?
>  A  ___
>  B  ___
>  C  _x_

>8 Do you have any additional comments?
Cory, the content is very subject-related on solution c. I think people will be more likely
to re-visit your site if you update your content often.
Appendix B: Intermediate Evaluation Survey continued

From: "Tony Roberts" <troberts@sun.com>
To: "Cory Tan" <cory@corytan.com>
Subject: Re: Design Solution Survey
Date: Fri, 18 April 2003 14:32:03 -0700

> Corporate Branding in the Internet Environment
> -------------------------------------------------------------

> Direction: Please find three sets of purposed solutions, A, B and C, for the Benner Boat
> Then answer the following questions concerning how effective these solutions are, by
> identifying the solution with (x).

> Thank you for your participation in my thesis research.

> Your Professional Expertise:
Software engineer

> 1 Which solution is the most effective?
   > A _____
   > B ___x___
   > C _____

> 2 Which solution is the most user friendly?
   > A _____
   > B ___x___
   > C _____

> 3 In which solution is the content most clearly presented?
   > A _____
   > B ___x___
   > C _____

> 4 In which solution is the placement of the navigation the most intuitive?
   > A _____
   > B ___x___
   > C _____

> 5 In which solution is the placement of the logo the most noticeable?
   > A _____
   > B ___x___
   > C _____

> 6 In which solution is the imagery best utilized?
   > A _____
   > B _____
   > C ___x___

> 7 Which solution will you more likely come back for a repeat visit?
   > A _____
   > B ___x___
   > C _____

> 8 Do you have any additional comments?
   I like solution B overall. It is very clean, simple and straight forward. Let me know if you
   have any questions.
From: "Michael Carneva" <mcarneva@mentorg.org>
To: "Cory Tan" <cory@corytan.com>
Subject: Re: Design Solution Survey
Date: Sat, 19 April 2003 18:05:10 +0000

> Corporate Branding in the Internet Environment
> ----------------------------------------------------

> Direction: Please find three sets of purposed solutions, A, B and C, for the Benner Boat
> Then answer the following questions concerning how effective these solutions are, by
> identifying the solution with (x).

> Thank you for your participation in my thesis research.

> Your Professional Expertise:
Business Management

> 1 Which solution is the most effective?
> A _x__
> B ___
> C ___

> 2 Which solution is the most user friendly?
> A _x__
> B ___
> C ___

> 3 In which solution is the content most clearly presented?
> A ___
> B _x__
> C ___

> 4 In which solution is the placement of the navigation the most intuitive?
> A ___
> B _x__
> C ___

> 5 In which solution is the placement of the logo the most noticeable?
> A ___
> B ___
> C _x_

> 6 In which solution is the imagery best utilized?
> A _x__
> B ___
> C ___

> 7 Which solution will you more likely come back for a repeat visit?
> A ___
> B _x__
> C ___

> 8 Do you have any additional comments?
Appendix B: Intermediate Evaluation Survey  continued

From: "Aaron Evan" <aevan@lsi.com>
To: "Cory Tan" <cory@corytan.com>
Subject: Re: Design Solution Survey
Date: Fri, 18 April 2003 18:45:10 +0000

>Corporate Branding in the Internet Environment
>--------------------------------------------------------

>Direction: Please find three sets of purposed solutions, A, B and C, for the Benner Boat
>Then answer the following questions concerning how effective these solutions are, by
>identifying the solution with (x).

>Thank you for your participation in my thesis research.

>1 Which solution is the most effective?
   >A ___
   >B ___x___
   >C ___

>2 Which solution is the most user friendly?
   >A ___
   >B ___x___
   >C ___

>3 In which solution is the content most clearly presented?
   >A ___x___
   >B ___
   >C ___

>4 In which solution is the placement of the navigation the most intuitive?
   >A ___
   >B ___
   >C ___x___

>5 In which solution is the placement of the logo the most noticeable?
   >A ___
   >B ___x___
   >C ___

>6 In which solution is the imagery best utilized?
   >A ___
   >B ___x___
   >C ___

>7 Which solution will you more likely come back for a repeat visit?
   >A ___
   >B ___
   >C ___x___

>8 Do you have any additional comments?
Appendix C: Exploration on Corporate Identity

Corporate Identity Exploration

[Original logo used in the final application]

Exploration direction I

Exploration direction II

63
Navigation bar rollover button before and after screen shots
Appendix D: Exploration on Navigation Symbols continued

<table>
<thead>
<tr>
<th>Original navigation bar in the final application</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Navigation bar variations</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>&quot;Exploration&quot; symbol variations</th>
</tr>
</thead>
</table>
Appendix E: Thesis Planning Document
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needs Assessment</td>
<td>1</td>
</tr>
<tr>
<td>Problem Statement</td>
<td>3</td>
</tr>
<tr>
<td>Mission Statement</td>
<td>4</td>
</tr>
<tr>
<td>Goals, Objectives, and Strategies</td>
<td>4</td>
</tr>
<tr>
<td>Project Network Diagram</td>
<td>6</td>
</tr>
<tr>
<td>Evaluation Plan</td>
<td>7</td>
</tr>
<tr>
<td>Evaluation Project Management Plan</td>
<td>8</td>
</tr>
<tr>
<td>Project Input/Processes/Output</td>
<td>9</td>
</tr>
</tbody>
</table>
Needs Assessment

Corporate Identity is an aggregate of what an organization is, what it stands for, what it does, and how it does it.

Corporate Image is the aggregate of impressions and expectations that leaves a distinguishable profile of that organization in the mind of the public.

Branding is the selecting and blending of tangible and intangible attributes to differentiate the product, service, or corporation in an attractive, meaningful and compelling way. Branding is the vehicle to deliver a corporate image to its audience.

Graphic design has been instrumental in developing and maintaining successful corporate identities and brands. But technology may require new branding approaches to meet the demands of Internet technology. Graphic designers will take on a more significant role and face greater challenges to communicate corporate design effectively.

Precedents
The first to perceive the importance of corporate identity in the early days of corporate design history was Peter Behrens, a designer in the German company AEG, which produced electrical goods. In 1906, Behrens implemented a system of visual identification that included trademarks, individual products, packaging, factory buildings, office furnishings, information pamphlets, and advertising. The system was planned and designed to ensure all objects were functional and uniformly styled.

In 1950-60s, American corporate identity design reached its first peak in popularity. Some of the most recognized corporate identities were produced in this era, such as William Golden’s CBS Eye (1951), Chermayeff and Geismar Associates’ Chase Manhattan octagon (1960), and Paul Rand’s United Parcel Service logo (1961) and Westinghouse Electric Corporation (1961).

The rapid expansion of American corporations into the international territories in the 1970-80s brought soaring demand for corporate identities. At this time, we saw the identity for International Business Machines, or IBM (1972), and AT&T (1983). The above identities have successfully represented their corporations across all traditional media channels.

The Need
Branding of a corporation or its products traditionally involves the practice of maximum exposure and repetitive, one-directional reinforcements through mass media to create corporate profile awareness among targeted audiences. These media channels are usually defined as print, radio, and television advertisements. This so-called mass media identified consumers demographically according to various characteristics into quantifiable categories, then based marketing strategy on that quantitative information. Hence, the primary reason for a successful brand was the result of high mass media awareness.

The advance of the Internet technology has changed the dynamic of brand marketing. The World Wide Web is the first medium that is capable of interacting with the end-users while addressing specifically their wants and needs. Consumers can never again be limited on purchasing certain products. Instead, they are given enormous amount of information such as brand selection, product features, and price comparison. Therefore, branding on the Internet is no longer driven by demographics, but by psychographics—consumers’ loyalty to a particular brand and the desire to consume its products.

Corporate identity, therefore, is required to be able to function across all platforms to reflect a consistent image. As a result, new identities such as Nike and IDEO were developed to meet this demand, with the goal to represent the complex, diverse, and changing nature of corporations. Professor Robert Swinehart of Carnegie Mellon identifies these identities as Virtual Identity.
Needs Assessment (continued)

Conclusion
Given the popularity of Internet e-commerce, there are substantial amounts of publications that were developed for branding in the Internet environment. However, the majority of these books are written by branding experts and marketing strategists who possess little knowledge of graphic design. While these strategists have accounted for most of the theoretical practices and methods from a marketing standpoint, they fail to offer expertise on effective design implementation.
Designers should make special efforts to employ their skills toward the creation of a broader and helpful understanding and of an appreciation of the joy and beauty of knowledge.

Will Burtin

This thesis project is an attempt to put new marketing theories into practice and apply them to real-life design applications. This project will serve as a model of an online corporate branding design for myself and other graphic designers.

Branding and designing for a corporation in the Internet environment not only needs to maintain the consistency of the corporate image, but also needs to meet additional challenges. A well-designed corporate website is expected to be an overall experience of what the corporation has to offer. It is expected to have these qualities:

- be tailored to the specific needs of an individual in a niche market
- clearly articulate the information of products and services offered
- provide help and support to users
- create and maintain a strong user loyalty
- explore the full potential of interactivity that the Internet has to offer
- ensure the ease of use of user interface across platforms

The creation of a design application for internet branding will require extensive research in the fields of corporate identity and branding, and user interface design. A variety of precedents from both fields will be reviewed and analyzed to achieve the most effective design solution.
**Mission Statement**

This graduate thesis project is an exploration of corporate identity design for the internet, that will develop an application to demonstrate a more effective understanding of corporate design for an on-line audience.

**Goals, Objectives, and Strategies**

<table>
<thead>
<tr>
<th>Goals</th>
<th>Objectives</th>
<th>Process/Strategies</th>
</tr>
</thead>
</table>
| To establish a plan that guides the project | - Given the identified area of exploration the designer will develop a systematic approach to this project to ensure that she follows a predetermined set of guidelines.  
- Given the identified area of exploration the designer will manage the process from conception to evaluation to ensure the completion of stated goals and objectives.  
- Given the identified area of exploration the designer will evaluate the plan to ensure the establishment of a hierarchy of importance. | - Conduct initial research.  
- Create planning documents.  
- Form a thesis committee.  
- Refer to goals and objectives.  
- Establish criteria for evaluating plan.  
- Analyze evaluation of the plan. |
| To examine the field of corporate branding and design | - Given the plan that guides the project the designer will research the area of corporate design to ensure she has developed a better understanding of the field.  
- Given the plan that guides the project the designer will research in the area of branding strategies for Internet marketing to ensure she has developed an understanding of the limitation of existing graphic design solutions. | - Review literature on corporate design history.  
- Consult committee members for possible models.  
- Analyze historical case studies from the design archives.  
- Review literature on branding strategies for internet marketing.  
- Research the effect of these strategies on design decisions.  
- Study existing design solutions. |
| To explore possible solutions | - Given the examination of corporate branding and design the designer will synthesize all research materials to ensure the exploration of all possible solutions.  
- Given the exploration the designer will evaluate the possible solutions to assist in the definition of final solution. | - Interpret research materials.  
- Draw possible solutions from the studied materials.  
- Establish criteria for evaluating the possible solutions.  
- Analyze evaluation of the possible solutions. |
## Goals, Objectives, and Strategies (continued)

<table>
<thead>
<tr>
<th>Goals</th>
<th>Objectives</th>
<th>Process/Strategies</th>
</tr>
</thead>
</table>
| To define the most appropriate solution | - Given the exploration of possible solutions the designer will set criteria in order to define the most appropriate solution.  
- Given the exploration of possible solutions the designer will evaluate the final solution to ensure the best possible option is realized. | - Review evaluation of possible solutions.  
- Define most appropriate solution.  
- Establish criteria for evaluating the final solution.  
- Analyze evaluation of the final solution. |
| To implement the final solution | - Given the definition of the final solution the designer will apply information to an on-line application to apply theory to practical work.  
- Given the implementation of the final solution, designer will evaluate the application to examine the integration of theory and work. | - Create application.  
- Present thesis project to students and faculty.  
- Establish criteria for evaluating the application.  
- Analyze evaluation of application. |
| To disseminate the application | - Given the application the designer will present the application in a formal gallery installation to generate feedback to her thesis research.  
- The designer will document the project in a concise and accurate format. | - Incorporate feedback from evaluation of application into gallery show.  
- Produce exhibit material for gallery show.  
- Collect data from gallery debriefing.  
- Incorporate audience input from the gallery show into thesis report. |
| To evaluate the project | - Given dissemination of the application the designer will incorporate feedback from committee members to ensure the improvement of project.  
- Given initial set of project goals and objectives the designer will review outcome to ensure that the project fulfilled designer’s original intent. | - Document and discuss the feedback from the committee upon the last meeting.  
- Incorporate the feedback into the thesis report.  
- Review thesis report and planning documents.  
- Compare project outcome with project plan. |
Project Network Diagram

Project Diagram for Corporate Identity Design for the Internet

Manage
- Designer
  Cory Tan
- Thesis Committee
  Deborah Beardslee
  Roger Remington
  Robert Meyers
- Support
  Eric Lazo

Assess Needs
- Analyze Need
- Conduct Research
- Define Problem
- Set Priorities

Develop Plan
- State Problem
- Establish Precedents
- Plan Documents
  Mission Statement
  Goals
  Objectives
  Strategies
  Time-line
  Project Diagram
  Evaluation Plan

Evaluate Project
- Thesis Committee Review
- Final Evaluation

Disseminate Application
- Produce Exhibit Materials for Gallery Show
- Collect Data from Gallery Debriefing
- Incorporate Audience Input into Thesis Report
- Evaluation

Implement Solution
- Create Application
- Facilities and Peer Review
- Evaluate

Research, Explore & Select
- Research
  Conduct Corporate Design Research
  Literature Review
  Committee suggestions
  Design Archives
  Conduct Marketing and Branding
  Theories Research
  Literature Review
  Case Studies
- Exploration
  Interpretation Research Materials
  Review Possible Solutions
- Selection
  Select Possible Solutions
  Define Final Solutions
- Evaluate
Evaluation Plan

The evaluation procedures are essential to ensure the most effective decisions are being reached in various stages of project development, since each project component affects the next. Weekly reviews with the chief advisor and periodic reviews with the full committee could help the designer in the course of establishing evaluation criteria and analyzing the evaluation end results. In addition, the project will also be evaluated by outside resource support.

Moreover, various evaluation activities related to the gallery show could also provide feedback to assist the evaluation process. These activities are:

- distributing questionnaires to be filled out by exhibit audience
- providing notebook in gallery for written comments
- observing audience’s interaction and response

Upon completion of the project, the designer will revisit the stated goals and objectives to determine if they have been achieved successfully.

The Project Network diagram on the previous page serves as a guideline for the designer to develop the Evaluation Project Management Plan and Input/Processes/Output chart on the following pages.
### Evaluation Project Management Plan

**Anticipated evaluation activities for the thesis as followed**

<table>
<thead>
<tr>
<th>Questions</th>
<th>Block Diagram</th>
<th>Respondent</th>
<th>Evaluator</th>
<th>Actions</th>
<th>End Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is this project needed?</td>
<td>Assess Needs</td>
<td>Author</td>
<td>Author</td>
<td>Conduct initial research to survey existing information on topic</td>
<td>Present findings to Thesis committee to prove that project is needed</td>
</tr>
<tr>
<td>Is this project validated and effective?</td>
<td>Develop Plan</td>
<td>Author</td>
<td>Thesis Committee</td>
<td>Establish project goals, objectives, strategies to set project parameters for validation</td>
<td>Through these plan documents, the effectiveness of project is being validated</td>
</tr>
<tr>
<td>Does the chosen application format demonstrate the strategies of corporate identity design for the Internet?</td>
<td>Select Final Solution</td>
<td>Author</td>
<td>Thesis Committee</td>
<td>Present research to thesis advisor to confirm depth of examination</td>
<td>Incorporate advisor feedback into final application</td>
</tr>
<tr>
<td>Is the solution implemented properly and effectively?</td>
<td>Implement Solution</td>
<td>Author</td>
<td>Thesis Committee</td>
<td>Conduct survey in facilities and student audience</td>
<td>Incorporate feedback into application development</td>
</tr>
<tr>
<td>Does this thesis fulfill the need?</td>
<td>Disseminate Application</td>
<td>Author</td>
<td>Thesis Committee</td>
<td>Conduct written survey and interview. Review feedback from outside resource person</td>
<td>Incorporate feedback into research refinement</td>
</tr>
<tr>
<td>Did this project fulfill original goals and objectives?</td>
<td>Evaluate Project</td>
<td>Author</td>
<td>Thesis Committee</td>
<td>Present thesis report to compare against original goals/objectives</td>
<td>Incorporate advisor feedback into future research projects</td>
</tr>
</tbody>
</table>
## Project Input/Processes/Output

### Portion of diagram to analysis: 3.0 Develop Plan

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Processes</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Resource:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thesis validation by advisors</td>
<td>Activities:</td>
<td>Outcomes:</td>
</tr>
<tr>
<td>Understanding the needs of</td>
<td>Define problem statement</td>
<td>Research area definition</td>
</tr>
<tr>
<td>corporate identity for the Internet</td>
<td>Establish precedents</td>
<td>Final project plan</td>
</tr>
<tr>
<td></td>
<td>- Develop planning documents</td>
<td>Validate plan with thesis</td>
</tr>
</tbody>
</table>

### Portion of diagram to analysis: 4.0 Research, Explore, and Select

| Inputs                              | Processes                          | Outputs                      |
|-------------------------------------|                                    |                              |
| **Resource:**                       |                                    | Outcomes:                    |
| Define problem statement            | Activities:                        | Define final solution        |
| Establish precedents                | Review literature                  | Validate final solution      |
| Declare mission statement           | Obtain committee suggestions and   |                              |
| Develop goals, objectives, and      | recommendations                    |                              |
| strategies                          | Review precedence from Design      |                              |
| Plan project timeline               | Archives                           |                              |
| Design Project Network Diagram      | Conduct marketing and branding     |                              |
| Generate evaluation criteria        | theories research                  |                              |
|                                    | Review published materials         |                              |
|                                    | Review case studies                |                              |
|                                    | Define possible solutions          |                              |

### Portion of diagram to analysis: 6.0 Disseminate Application

| Inputs                              | Processes                          | Outputs                      |
|-------------------------------------|                                    |                              |
| **Resource:**                       |                                    | Outcomes:                    |
| Design exhibition board             | Activities:                        | Feedback for final evaluation|
| Design website interface            | Distribute questionnaires          | Suggestions for project     |
| Generate questionnaires             | Conduct interactive survey         | improvement                 |
| Generate interview questions        | Conduct interviews                 |                              |
|                                    | Observe audience experience        |                              |
|                                    | Provide notebook for feedback      |                              |
|                                    | Obtain feedback from committee     |                              |
|                                    | Obtain feedback from outside       |                              |
|                                    | resource person                    |                              |