ESTABLISHING A FREELANCE COMMUNICATION

DESIGN BUSINESS IN COLOMBIA

HONORS THESIS

Presented to the Honors Committee of
Texas State University-San Marcos
in Partial Fulfillment
of the Requirements

for graduation in the University Honors Program

by

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San Marcos, Texas
December 2010

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DEDICATION

This thesis is dedicated to my parents, who always practiced such patience with me and my studies. To Juan, who helped me so much with this thesis both in terms of emotional support and research. And to my professors and mentors I have had along the way. Without your excellent guidance, I would have lost my way long ago.

ACKNOWLEDGEMENTS

I would like to thank Juan Cano for all his help with this thesis. For translating research for me as well as translating parts of my work back into Spanish. Without his feedback on Colombian culture and how various designs would be received there, I would not have been able to complete this research.

I would also like to thank Grayson Lawrence. The many hours that he spent mentoring me on this thesis did not go unnoticed by me. I owe much of the completion of this research to him.

This manuscript was submitted on December 8, 2010.

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SUPERVISING PROFESSOR: GRAYSON LAWRENCE

American Communication Design graduates have two main directions in which to

take their careers. Graduates may decide to work for a design firm looking to hire

individual designers full time or part-time, or the option of freelancing. For either of these

career paths, some graduates may work in America and others may focus on foreign

countries for employment.

Currently there are blogs and books about finding a job in a foreign country but

there is little written about starting a business in a foreign country. There is less still

written about starting a communication design business in a foreign country. This

research explains the process of constructing a brand and a marketing strategy to establish a communication design business in Colombia. The author interviewed Colombian business owners as well as traveled to Colombia to obtain first-hand knowledge of the traditions and culture of the country. The author also summarized available data published by secondary sources. Although this paper discusses the process while focusing on Colombia, a similar process could be applied to any foreign country by showcasing the areas of research to focus on: legal barriers, cultural barriers, marketing strategy, and brand development.

CHAPTER I

INTRODUCTION

What is Communication Design?

Communication Design is a way of visually conveying a desired message. According to

Jorge Frascara in his book *Communication Design: Principles, Methods, and Practice*

(2004),

> Visual communication design is the action of conceiving, programming, projecting,
> and realizing visual communications that are usually produced through industrial
> means and are aimed at broadcasting specific messages to specific sectors of the
> public. This is done with a view toward having an impact on the public's knowledge,
> attitude, or behavior in an intended direction (p. 2).

The process begins with an idea or thought that needs to be communicated to a group

of people. This group of people can be a demographic, a target audience, or a group of people

that have something in common. The Communication Designer (CD) takes this idea and

creates a visual language to communicate this message to this specific group of people in

order to obtain a certain response. This entire thought process is called Communication

Design (Frascara, 2004 p. 12). It includes the physical designing of a singular piece, the

advertising and marketing of the intended message, and the branding of the company by

taking each individual business collateral piece and turning it into a cohesive unit expressing

a common theme. Frascara (2004) further clarifies that it is the CD's job to interpret,

organize, and visually present messages in the most efficient way possible while still

focusing on the beauty of the presentation (p. 3). It is also up to the CD to plan, structure,

produce, and evaluate all communications between the client and the client's customers

within the scope of the project (Frascara, 2004, p. 3). Communication Design is strategic and

involves marketing and advertising along with graphic design.

Rationale

The CDs duty is to educate business owners on why Communication Design benefits

their business. By answering the questions: How will design benefit them?; how will it make

their life easier?; and most importantly, how will it make them more money?; the client will

be more inclined to invest in the designer and the services the designer provides. It becomes

a necessity for CDs to market themselves successfully if they wish to start a profitable

freelance Communication Design business. There is information available about how to start

and successfully market a company. However, most writing is geared towards Americans

being the target audience of the company's marketing. Currently, there are blogs and books

about finding a job in a foreign country but there is little written about starting a business in a

foreign country and less about starting a Communication Design business.

Problems to be addressed

With any geographical move, there are normal obstacles like finding a place to live

and learning a new city. When choosing to move to a foreign country, the appropriate visa

must be chosen. There may also be language and cultural barriers a CD will need to prepare

for. With regards to beginning a business, there are tax laws and cultural norms related to

conducting business as well as learning to effectively market the company in the chosen

culture. Marketing is not the same in all countries. According to N. Kumar in his book

International Marketing (2002), marketing is a part of two processes: technical and social (p.

5). The technical process concerns the service or product and factors such as price, cost of production, and other factors that have universal applicability when it comes to their basic principles (Kumar, 2002, p. 5). The technical process is identical in domestic and international marketing (Kumar, 2002, p. 5) The second process involved with marketing is social. The social process involves human elements such as the behavioral pattern of the consumers and characteristics of the society such as customs, attitudes, and values (Kumar, 2002, pp. 5-6). These characteristics vary from country to country and as such, successful marketing strategies will vary from country to country as well. This paper will discuss the expected obstacles when moving to a new geographic location, obstacles related specifically to Colombia, and the social process of marketing as per Colombian laws and norms. This paper will also describe the creation of a specific brand identity, business plan, and marketing plan while focusing on why certain creative decisions were made and how it will benefit a freelance CD in Colombia. While this paper will be specific to Colombia and South America, the process presented here could be applied to any foreign country by pointing out the areas to research prior to moving.

CHAPTER II

PRELIMINARY RESEARCH

Legal barriers when working abroad

When researching how to establish a business in a foreign country, there will be some legal issues that need to be addressed. Knowing the various laws that are applicable to any specific situation is important. There are laws regarding visa requirements, tax laws, and accounting regulations. All of which are important when establishing a business in a foreign country.

Visas and business registration

According to Miami's Consulate of Colombia's (MCC) website, there are seventeen different types of Colombian Visas, not including the tourist visa, that a foreigner may apply for (MCC, 2010). There are only three which may be relevant to a CD. The first is a Resident Investor Visa. This requires an investment in the CD's name of no less than $100,000 to the country of Colombia. The second visa is a Temporary Working Visa. To receive this visa, a CD must be hired to work for a Colombian company. At the time of this writing, none of the visas available allow freelancing as a sole source of income in Colombia. In order to be a freelancer, a CD must also have a job with a Colombian company. However, this company does not necessary have to be a design firm. Any job will suffice but the Colombian company will need to sponsor the CD for the visa to be approved. The third visa that might apply to certain CDs, is the Qualified Resident Visa which requires the CD to have had a

temporary visa for a continuous period of five years. Each visa has a varying set of requirements and restrictions that can be located online or by calling a Colombian Embassy.

Once the correct visa has been determined to be appropriate, there are forms to fill out. These forms can also be found at a Colombian Embassy's website. Some embassies require an appointment for an interview when the application form is turned in and some do not. It is suggested to call the Embassy to find out exactly what is needed and to apply for a visa with ample time prior to moving because there are necessary documents to present along with the application such as letters from the Colombian company sponsor, letters from the secretary of state (in some cases) and notarized versions of the CD's diploma, etc.

According to the U.S. State Department (2010), after arriving in Colombia on a visa granting a foreigner a stay of longer than 90 days, the CD has fifteen days to go to a *Departamento Aministrativo de Seguridad* (DAS), the Colombian immigration authority office or face fines. The DAS will provide current information on national taxes a foreigner must pay with their chosen visas (U.S Department of State, 2010). Once this is done, the CD must apply for a *Cedula de Extranjeria* (foreigner's identity card). The *Cedula* is required to open a bank account and to register your business with the chamber of commerce in Colombia (Cano, 2010). According to the DAS, there are some requirements for the *Cedula* to be provided. The applicant must be over eighteen years of age and make a deposit in Bancafe Bank on behalf of the DAS Revolving Fund the value of 139,800.00 Colombian pesos (COP). ($70 USD). Along with the application form, which can be located at any DAS office location, the applicant must also provide two

color photographs that are 3x4 cm with a light blue background, two photocopies of a visa that is valid for longer than 90 days, two photocopies of the biographical data sheet on the CDs passport, and certification for HR and blood group or a photocopy of a document with this information (DAS, 2010).

When setting up a limited liability company (llc) in Colombia there are additional points to be considered. Baker Tilly International, a full service accounting and advisory firm, publishes an E-book specifically about operating a business in Colombia. Baker Tilly (2008) states, "The Colombian Code of Commerce declares that all business are obliged to keep books of account capable of verifying at any time the financial situation of the company. The books must be registered with the relevant chamber of commerce" (p 7). According to The World Bank Group's publication *Doing Business in Colombia*, there are four books an llc must purchase. The first is an inventory and balance sheet book that must be made when initiating activities and at least once a year. The second is a ledger book to contain the operations of accounts on a monthly basis. The third is a cash book to document accounting operations on a daily basis in chronological order. The fourth is a minutes book which needs to contain minutes of shareholder's meetings. These minutes must also be recorded in chronological order. Once the company has registered with the Chamber of Commerce, its owner must present and request in writing the registry of the commerce books with the Chamber of Commerce (World Bank Group, 2009). There are specific guidelines as to how to present the books upon requesting this registry that can be found online at www.camaramedellin.com.co which is the Chamber of Commerce in Medellín's website. To avoid any problems due to misunderstanding or not having knowledge of Colombian tax and accounting laws, it is recommended to hire

an accountant. The next step in the process is to register the company with the Chamber

of Commerce in the Mercantile Registry, obtain the certificate of existence and legal

representation, register the company in the Unified Tax Registry (RUT) of the National

Tax Authority (DIAN) and obtain the Tax Identification Number (NIT) (World Bank

Group, 2009). Depending upon how the company is set up, there might be additional

requirements and as such it is recommended that one contact the Chamber of Commerce

to obtain detailed information regarding registration requirements and procedures.

Taxes and accounting

There are many types of taxes that apply when doing business in Colombia. Baker

Tilly International lists the national taxes as including income tax, wealth tax, and value

added tax (IVA). At the state level, a CD must pay the registry and notary tax and at the

Municipal level, the industry and commerce tax (Baker Tilly International, 2008, p. 12).

Tax laws can change at any time and therefore it is recommended to consult an

accountant upon establishing a Communication Design business.

Baker Tilly International (2008) defines income tax as being tax "based on

income, occasional profit, and overseas transfer of income" (p. 12). Baker Tilly continues

to clarify that to determine the tax rate,

> It is necessary to calculate the ordinary system and the presumptive income.
> Ordinary system is income tax charged on income of the tax payer subject to
> applicable exemptions, reductions, discounts, refunds, costs and deductions.
> Presumptive income is a minimum taxable income that is calculated based on the
> assets of the tax payer on the last day immediately preceding the fiscal year-end.
> This presumptive income is taxed in the event that it exceeds the liability
> determined via the ordinary system (p. 12).

The accounting firm defines wealth tax as applying to companies who have assets greater

than or equal to COP3bn and lists the rate as being 1.2% for the year 2010 (p.12). IVA is

a national tax that is imposed on goods and services and the rate is variable however the general rate is 16%. The industry and commerce tax is similar to the sales tax that the United States is accustomed to (p. 13-15).

Every year, the World Bank releases its *Doing Business* report. The report is a detailed analysis of the procedures required for establishing a business in 183 countries, including Colombia. For Colombia, they show a table of a detailed summary of the taxes and mandatory contributions that a business would pay.

Table 1: Detailed tax and mandatory contributions summary (World Bank, 2010)

Tax or mandatory contribution	Payments (number)	Statutory tax rate	Tax base	Total tax rate (% profit)
Social security contributions		111.6%	gross salaries	23.71
Municipal tax		60.1%	gross income	20.15
Corporate income tax		234.0%	taxable profit	17.72
Payroll tax		09.0%	gross salaries	10.15
Financial transactions tax		10.4%	withdrawals from bank account	6.57
Fuel tax		16.0%	consumption value	0.2
Vehicle tax		1 fixed fee		0.16
Real estate tax		10,002% to 0.033%	assessed real estate value	0.03
Stamp duty		1		
Labor risk insurance		00.5%	gross salaries	
Value added tax (VAT)		616.0%	value added	

Not all of the taxes listed in this table will be required for a Communication Design business. An accountant would be able to provide a list of taxes applicable to a CD.

Cultural barriers when working abroad

There are many things to take into account when choosing to move to a foreign country. What language is spoken? Is the native language or secondary language

something the CD is familiar with? What is the culture like? Is there anything that is common in the CD's culture that might be offensive in this new culture? With regards to business, how is business conducted in this new culture? What norms and values are in existence? Preliminary research is available on the internet but it is much more inclusive to travel to the country to get a firsthand account of the culture, norms, and values.

Language barriers

Spanish is the official language of Colombia. A rudimentary knowledge of Spanish is not enough to run a business in Medellín. The author's experience on this first trip, very few people spoke English. Even with an advanced level of Spanish, it might be difficult to operate. Pronunciation is different in many areas of Latin America and the cadence varies from country to country. It is recommended to study Spanish and practice with native Colombian speakers before establishing a business.

In Medellín, it is recommended to have at least an intermediate knowledge of the Spanish language. Not only will it ease the process of going about daily life in the city but it will assist in the various application processes a foreigner must go through when obtaining a visa and establishing a business. The Colombian Embassy in Miami recommends when applying for a visa, "Every document in a language different than Spanish must be translated and notarized and with the seal of apostille" (MCC, 2010). Operating a business in a country where Spanish is the official language, accounting books, business documents, official documents, correspondence, and forms will all need to be written in, or translated to, Spanish. Language exchange programs and websites can be a resource. They will allow the CD to not only practice Spanish but also receive firsthand accounts of the culture.

Cultural norms

There are many cultural differences between Colombia and America. These differences are important to know from the social process of marketing as well as business activities such as networking and meetings.

According to Mr. Juan Cano, manager of Colombian Angels —a dating service in Medellín, small-businesses are not used to working with CDs while using written contracts. (Cano, 2010). An American, used to working with contracts on a frequent basis, might find this unusual. Mr. Cano as well as Mr. Jaime Estrada, owner of Ink Gráfico, a printing shop in Medellín both agree that in Colombian culture, a verbal contract is much more important than a written contract. Words can be edited on paper but if a Colombian gives you his word then it will be done. (Estrada, 2010) Doing business in Colombia means operating within the boundaries of their culture and norms and being creative about how both parties gain benefits from the agreement. For example, Mr. Estrada goes on to explain that with a verbal agreement, companies will always pay the agreed upon price. They will usually pay within 30-60 days which is a familiar concept to American CD's. However, in the same verbal agreement, the CD agrees to provide a service at a set price. If a design is produced that the client is not completely happy with, it is up to the designer to continue to revise it until the client is satisfied. No matter how long the revisions take, the client will never pay more than the agreed upon price. (Estrada, 2010) An American CD may want to try creating a document that is not legally binding but that will enable both client and CD to have a clear understanding of the parameters of a specific project. This will be covered in more depth in the section focused on designing the paper system on page 36. This specific norm is important to

keep in mind when creating a business plan and determining pricing for Communication Design services.

Another norm worth noting is that Colombians tend to bargain. No price is absolute for products or services. Mr. Estrada says that you also cannot mark up prices expecting them to be bargained down. If they look too expensive in the beginning, a Colombian will not even bother to bargain and will instead move on to a cheaper designer. An American must therefore charge a competitive price but expect to receive much less for their services. (Estrada, 2010) For the most part this seems to be a trial and error case when it comes to determining prices. It is suggested to network as much as possible and ask other CDs in Colombia if the prices are acceptable and profitable. Colombia CD's can be found on LinkedIn, Meetup, and ADG Colombia which is the Graphic Design Association in Colombia.

Business meetings between small-businesses are informal in Medellín. They are often held in a coffee shop or restaurant and almost never in a board room or quiet place. The author spoke with Mr. Cano about what he notices about a potential employee or freelancer during the initial meeting and the four most important things are to look the person in the eye, be clear when delivering the information, have the ability to negotiate and make sure to go to the meeting well-dressed. He stated that being well-dressed was one of the most important aspects he looked for when doing business with someone. (Cano, 2010) MercaTrade, a company specializing in trading in Latin America and the Caribbean, has recommendations on Colombian business etiquette as well as dress code. MercaTrade (2009) suggests to dress conservatively with class. This means men should wear a suit and tie and women should wear a suit or a dress to business meetings. Both

genders should wear polished shoes that are in style (MercaTrade, 2009). The British and Colombian Chamber of Commerce (BCCC) clarifies this suggestion by explaining "Colombians view a person's clothing as an indicator of status." (BCCC, 2010) An online travel guide titled *Colombia: Complete Travel Guide* expands on the dress code by mentioning, "Colombian's are impressed with quality clothing. Avoid flashy fabrics or patterns and choose high-end materials and premium construction" (Colombia: Complete Travel Guide, 2010).

Business meetings can also create a sense of uncertainty in an American that may not be used to conduct that Colombian businesses find appropriate. MercaTrade advises scheduling a meeting at least two or three weeks in advance and to allow for two or three hours between each meeting because when the meeting is over, it is expected to stay a little bit longer and continue chatting with the client. It is considered an insult in Colombia to immediately leave after a meeting (MercaTrade, 2009). *Colombia: Complete Travel Guide* also recommends beginning meetings with small talk as well before delving into business specifics. They also say to be on time for meetings but prepare for the client to be around 15 minutes late as this is common in most South American countries (Colombia: Complete Travel Guide, 2010). The British and Colombian Chamber of Commerce expands on business meeting etiquette by suggesting ways to handle conflict and communication:

> Colombians are termed as 'indirect communicators'— this means there is more information with body language and context rather than words. If the client agrees to do something please reconfirm the appointments to avoid disappointments. It is common to use this form of communication to protect relationships and face. This means that people that are used to speaking directly and openly must tame their communication style as it could cause offence (BCCC,2010).

Because of the value placed on protecting relationships, it can be asserted that
Colombians hold their personal contacts in high esteem. The British and Colombia
Chamber of Commerce confirms this stating "Personal contacts do play a special role in
Colombia and can make the difference between finding an open or closed door" (BCCC,
2010). The British and Colombia Chamber of Commerce continue by suggesting,
"relationship building is crucial and it may be a good idea to invest time in establishing
trust for the first few meetings" (BCCC, 2010). *Colombia: Complete Travel Guide*
reiterates this by discussing Colombian psychology. Colombians are, "attuned to feelings
and pay close attention to body language" (Colombia: Complete Travel Guide, 2010).
They advise, "rather than presenting statistics, focus on honor and integrity" (Colombia:
Complete Travel Guide, 2010). MercaTrade (2009) also informs CDs that, "changing a
representative in the middle of negotiations will not be well received and the replacement
will have to start over again to rebuild good will." After conducting the meeting, to retain
good relations, "it is a recommended to send a brief thank-you note, as well as minutes or
a written confirmation of what was discussed" (MercaTrade, 2010). With regards to
personal relations specifically with CDs, Mr. Cano confirms that he chooses to do
business with his CD because, "he is a friend and he is cheap, even though I know he is
not a good designer" (Cano, 2010). In America, businesses are more concerned about
quality. Personal relationships may get a CD an interview but if the designer ends up
costing the client profits, the client will probably hesitate to use the same designer. In
Colombia, the relationship is what is important. A good relationship will frequently lead
to a business deal which suggests that networking and client relations should be a large
part of a designer's marketing plan in Colombia.

There are a few other cultural norms that apply to business that should be noted. Mr. Cano says that the Hispanic culture is typically male dominated. Being a female business owner can at sometimes be difficult in Latin America. This is getting to be less noticeable as the years go by but occasionally the gender separation ideals are still in place. However, American females have a slight advantage. America is a country that is typically known for making money. Colombian men realize this and give American women business owners the benefit of the doubt that they will help maximize profits. That being said, the woman must really know what she is talking about inside and out when it comes to business. If the woman hesitates at all, the male client will lose confidence in the business negotiations (Cano, 2010).

With regard to business proceedings, it is important to research all necessary areas. Colombian copyright laws are similar to America with the exception of assumed copyrights. For example, in America, it is assumed unless otherwise specified that the creator retains the copyrights of a specific design. However, in Colombia, it is assumed that the company that pays for the design retains the copyrights (Estrada). A designer needs to create some way of clarifying this to clients if the designer wishes to maintain the rights. A CD should also discuss production schedules, all expectations on the part of the client as well as the designer, communication guidelines, and additional services that will be included with a specific project.

<div align="center">Business barriers when working abroad</div>

With any country there will be differences between business basics such as a business plan, a marketing plan, and a resume. These basics are often based on culture as they are related to target demographics and human elements such as the behavioral

pattern of the consumers and characteristics of the society such as customs, attitudes, and values. Because customs, attitudes and values vary from country to country, a business plan, marketing plan, and resume will vary as well. It is recommended that a CD take ample time in researching the country's culture as well as the specific business culture.

Creating a business plan

When starting any business it is important to have a business plan. Especially when establishing a business abroad, there will be new business practices, new business resources, and perhaps even a new language for a CD to focus on. As such, a business plan can prove to be an invaluable tool by being a road map to success. It is recommended to share the business plan once it is completed to a professional that can help make sure it is as complete as possible. An example of such a professional would be a business consultant. One could also hire multiple professionals to look over the individual sections of a business plan. For example, an accountant can be hired to look over the finances, a marketing consultant can look over the marketing plan, and a business consultant can look over the operations section. Sample business plans can be researched online for more guidelines to follow when constructing a business plan. Logan Gattis Designs is a seed company that is not seeking investors at this time. As such, the business plan for the company is a modified version used mainly for internal operations (see Appendix A).

Creating a marketing plan

Before beginning any marketing plan, it is recommended to start a marketing process book. There will be a lot of information to record and evaluate. Information like client databases, marketing tactics, responses generated, and cost per lead just to name a

few (Huggins, 2009, pp. 72-74). This can be digitally done through folders and files on

the computer or handwritten using a binder and divider tabs.

According to Robert W. Bly in his book *The Marketing Plan Handbook: Develop*

Big-Picture Marketing Plans for Pennies on the Dollar (2009), the first step when

thinking about marketing is to create a vision statement or mission statement for the

company. A good way for a CD to begin this process is to write down an ideal day

making sure to include all aspects of the day whether it is realistic or not. This will allow

the CD to see what kind of lifestyle is desired and design the business around what will

allow for this particular lifestyle. After the CD determines how the company will look

like five years down the road, the CD then asks himself how a company like that will act

on a day to day basis. These details are then summarized and presented as a vision

statement (pp. 3-13). An example of a vision statement taken from Logan Gattis Designs'

marketing plan is as follows:

> To be Medellín's most professional, trustworthy, and sought after design firm that
> small-business owners and individuals come to when they need to renew their
> passion and regain hope in success.

The mission statement expands on this idea to clarify how the vision statement will be

measured.

> The mission of Logan Gattis Designs is to provide results-oriented advertising,
> marketing, and design tailored to meet our client's objectives by providing strong
> marketing concepts and clear, creative, and concise visual communications. We
> seek to become a marketing and design partner with our clients. We desire to
> measure success for our clients through awareness, increased sales, or other
> criteria mutually agreed upon between the firm and the clients. We are committed
> to integrity and professionalism and maintaining a rewarding environment in which
> we can accomplish our mission.

Bly suggests letting the vision statement protect the company from making bad decisions.

If an action moves the company closer to the vision and mission statement then do it. If

the action does not move the company closer to the vision and mission statement then do not do it. This applies to all decisions (Bly, 2009, p. 21). Actions and decisions like "clients, investments in equipment, networking, joining organizations, PR and marketing, new services to add, new niches to serve, conferences, workshops, business books to read, degrees or certifications to pursue - literally every aspect of the business" should have the end goal in mind (Bly, 2009, p. 21).

The next step is crucial to a marketing plan. A company needs to develop its niche market early on. This is the key to success. In *Guerilla Marketing in 30 Days,* author Jay Conrad Levinson (2009) mentions five key points that help a company determine their niche market. The five key points are, "expertise, exclusivity, efficiency, customer satisfaction, and loyalty" (p. 51). A company needs to discover what it is they do better than their competitors. Perhaps they are the only ones in a specific geographical area offering what their customers need. Perhaps they are quicker than their competitors or offer more convenience. They might provide expertise in their industry or provide better customer service than other local businesses within their industry. If a company provides a specific benefit that keeps customers returning to them, the company has found their niche (Levinson, 2009, p. 51). Bly (2009) explains why it's important to have a niche by suggesting benefits such as, "specialization, less competition, perfecting the company's expertise, being more easily recognized as the expert in a certain field, having loyal clients because the service is tailored to their needs, and being able to focus time and resources on the area where the company is most likely to succeed" (p. 28). When focusing on an underserved portion of the market, it is easier for a company to emerge as the leading expert. The more general a target market is, the more competition there will

be for customers. If a company finds a market that no other company is serving, every

person or business that fits into this market becomes exclusively their client. This is an

example of good business strategy. According to Michael Huggins (2009), author of *Start*

and Run a Graphic Design Business, "there's nothing that says [a designer] can't market

to more than one target market at a time" (p. 64). Logan Gattis Designs has three target

markets and has developed niche statements for each. The first of which is:

> We develop corporate identities for micro and small businesses so they can
> effectively and efficiently market their product and/or service to maximize profits.

This first target market was determined by noticing an underserved market in Colombia.

According to *Falling Behind: The Many Challenges Faced by Small Companies in Latin*

America, an article produced by Universia Knowledge at Wharton, an online resource

and bi-monthly publication offering the latest business ideas, information, and research,

the Andean Development Corporation says that "experts agree that SMEs (small and

medium size enterprises) know how to produce things but they don't know how to sell

them" (Universia Knowledge, 2008). Statistics provided by the Medellín Chamber of

Commerce show that out of 78,884 total businesses in the city, 97% of those are micro to

small businesses (Medellín Chamber of Commerce, 2009) The Universia Knowledge

article also states that Chamber of Commerce statistics will not include all of the

businesses in a city because over half of all companies in Colombia fall into the category

of underground economy. With the underground economy, there are "no processes for

registering businesses" (Universia Knowledge, 2008). With more than 97% of the city´s

businesses being unable to afford design firms, small businesses owners are being

severely overlooked as a target demographic. Logan Gattis Designs plans to target this

demographic and provide a much needed business and marketing strategy at a price these

businesses can afford. According to Mr. Cano and Mr. Estrada small businesses end up

finding a friend of a friend to design a logo or a poster. Sometimes the designers do not

even have credentials, but they charge a cheap price. However, these businesses are doing

themselves a disservice by using a designer that does not understand the marketing and

branding process and how these processes can assist a business. Small businesses can not

afford web design either so most of them do not even have websites (Cano, Estrada,

2010). However, online advertising is a rapidly increasing market in Colombia.

According to an article published by Enter.co, an online resource bringing together

journalists and bloggers to discuss technology in Colombia, in 2007 Colombia brought in

22.6 million pesos (roughly $12,500.00) by way of internet advertising businesses. This

represents only 1% of the total advertising pie in Colombia (Enter.co, 2008). *Semana*, a

magazine promising weekly analysis of opinions and trends in Colombia, published a

similar article the following year. The results of a survey conducted by the magazine

were published saying, "last year the value of ads through the internet reached 38 million

pesos (roughly $21,000.00). The important thing is that this shows an increase of 48%

from 2007" (2009). The magazine goes on to say that this represents only 2% of total

business in the country (Semana, 2009). From these numbers Logan Gattis Designs is

able to extrapolate that not only is the online advertising industry, of which graphic

design is a large part of, growing at an exceptionally rapid rate, because only 2% of the

total businesses are using this resource that it is a largely untapped market. From a

Communication Design business' viewpoint, there are large amounts of customers that

have the desire but not the means to advertise their business on the internet. Thus, Logan

Gattis Designs will offer these clients an affordable way to develop a web presence as part of their corporate identity.

The second target demographic that Logan Gattis Designs plans to market to is an extension of the first one: American audiences

> We develop corporate identities and marketing strategies for small businesses who market to Americans so that they have an identity and strategy that is recognizable and desirable to the American market.

The same business statistics provided in the previous paragraph also hold true to this demographic. In an interview, American Joseph Greco, co-founder of First American Realty, a real estate business located in Medellín, there are many businesses that target American audiences in their business. There are businesses owned by Colombia nationals that target American audiences such as dating services and real estate companies. Second there are businesses that are targeting Colombian nationals that moved to America twenty or thirty years ago. These businesses are usually real estate or resort companies trying to get this market to return to Colombia to retire (Greco, 2010). Logan Gattis Designs has the expertise to market to this audience. Not only will the prices be affordable as mentioned in the previous paragraph to help offset the costs that small business owners already face, Lindsay Gattis, owner of Logan Gattis Designs, is an American native. This allows the company to have a deep understanding of America's advertising and marketing culture and become the leading design firm in handling these projects. Mr. Greco offered additional input that there is a third set of businesses, small businesses in Colombia that are owned by Americans that would feel more comfortable doing business with another American seeing as how Americans share the same business culture (Greco). They will feel more understood and more comfortable with business practices

that Logan Gattis Designs will be able to provide that no other Communication Design firm in Medellín could provide.

The third target audience that Logan Gattis Designs will market to is slightly different than the first two: musicians and artists.

> We develop brand identities for individuals in artistic realms so they have a brand platform to maximize sales of their art.

This market developed from Logan Gattis Designs' expertise with marketing individuals, specifically musicians and artists. Branding an individual creates challenges that Logan Gattis Designs has firsthand knowledge of seeing as how Lindsay Gattis began by branding herself. This led to other musician clients that also needed to create a brand platform that would differentiate themselves from other musicians in their genre. Having a niche not only allows a company to effectively target certain demographics it also allows the company to become an expert in their niche market. It is very hard for a designer to prove they are an expert in graphic design. But it is easier to prove that the designer is an expert in American advertising, marketing, and design culture when that designer is establishing a business in Colombia.

The next step Bly recommends after determining a niche market is beginning a client database. This database will include information such as: name, address, city, state, zip, phone number, email, gender, regency (date of last purchase), what they have bought, frequency (how often they buy), monetary (size of average order), source of inquiry (web, email, print ad, billboard, etc), and method of payment (paypal, credit card). The more information provided for each client, the more useful the database will be as a marketing tool. Knowing how often a client buys or the size of their average order, allows the designer to specifically market to a client thereby creating a higher

return on investment. (Bly, 2009, pp. 46-48) Bly goes on to discuss a client's core buying

complex and states that knowing how to effectively reach a prospect is will determine

what services to offer, when to offer them, how often, and how to price them. (Bly, 2009,

p. 51) A designer can understand a prospect, Bly (2009) says, "by asking three simple

questions; What do the prospects believe and what are their attitudes?, What do prospects

desire?, and what do prospects feel and what are their emotions?" (p. 50) Taking these

answers into consideration allows for efficient and effective marketing.

In *The Marketing Plan Handbook: Develop Big-Picture Marketing Plans for

Pennies on the Dollar*, Robert Bly (2009) discusses how knowing the competition is a

strategic marketing move; "You want a clear snapshot of your competitors as they are

today. But you'll also need to stay on top of your competitor's activities in the future.

Look for changes that pose an opportunity for you or a threat to your business" (p. 77).

Knowing this will allow the CD to create strong unique selling propositions and to also

anticipate future challenges. Bly (2009) lists the following questions to ask about the

competition:

> What do your competitors do well? What strengths do they have? What segments,
> needs or opportunities do they ignore? What do they do less than well? Why do
> clients like doing business with them? What weaknesses do they have? What can
> you learn from them? What can you do better than they do? What do you do that
> your competition can't copy or improve? Do their business practices present any
> opportunities for you? (pp. 78-79)

Summarizing these questions, a questionnaire was created asking eight Colombian

businessmen and business women: what do you like about your current CD?, what do

you dislike about your current CD?, if you could change anything about your interaction

with your CD (their work, their process, their interaction with you, etc) what would it

be?. Of those surveyed, 70% answered that they preferred the designer to be more

professional. They clarified that professional meant: clarifying terms and conditions, having good communication, maintaining a professional attitude during business hours, having more business savvy, and updating them on the status of their projects more frequently. Forty two percent indicated their CD does not understand how graphic design, publicity, and marketing fit together including how to market on social networking sites and not selecting design aesthetics that reach their target market. Not one of the professionals interviewed said they were 100% satisfied with their designer and 28% indicated they liked that their designer was affordable and followed the trends. From these answers, a CD can assume that to be successful against the competition in Colombia, it is necessary to be affordable and be up to date on trends but also to be up to date on the current methods of marketing (social networking, et al) and understand how graphic design fits into marketing a client's business.

Once a designer knows what it takes to be successful in a specific market, it is necessary to identify the tactics they will use to implement their marketing strategy. Bly (2009) states, "first, you'll need to define your outcomes. What do you want your prospects and clients to do in response to your tactics? Next, what message do you need to give them to motivate them to take the actions you want? Only then can you decide which tactics are most likely to give you the desired responses" (p. 137). Logan Gattis Designs wants all three target markets to visit their website in order to view the online portfolio. Upon visiting the website, Logan Gattis Designs wants potential clients to email the firm for a price quote and introductory meeting. Once a prospect becomes a client and the project is finished, the desired outcome is to have the client refer Logan Gattis Designs to friends and colleagues that will then become additional prospects. The

message needed to get prospects to visit the website is simple: prospects need to feel that

Logan Gattis Designs understands the challenges the prospect's company faces with

marketing and branding and that Logan Gattis Designs possesses the tools to provide

solutions to these challenges. Once the prospect visits the website to view the online

portfolio, Logan Gattis Designs must prove to the prospect that they can indeed provide

solutions and it is worth making an inquiry. Upon hiring Logan Gattis Designs, the CD

needs to make sure the solutions are successful to the client and the client has an

outstanding customer service experience. Only then can the CD ask the client to refer

Logan Gattis Designs to others in a target market. To get a prospect to visit Logan Gattis

Designs' website, a direct mail piece, social networking pages, and a blog will be the

most effective marketing tactics. To obtain an inquiry and an introduction meeting, the

website must be the focus of the marketing strategy. Finally, to gain referrals from

clients, the best marketing strategies would be implementing a client appreciation process

as well as an e-mail communication marketing strategy. According to *The Marketing*

Plan Handbook: Develop Big-Picture Marketing Plans for Pennies on the Dollar, direct

mail pieces (including e-mail communication) are very effective, highly focused, vertical

media aimed at narrow audiences with specialized interests. Social networking and

websites can be effective but are more aimed at a mass market (Bly, 2009, pp. 143-144).

It is recommended to have marketing messages aimed at a mass market as well as a niche

market. Bly (2009) states his personal opinion that when selling services "inbound

marketing [where prospects contact the CD because they someone how know or find out

about the designer] offers the advantage of producing more qualified leads that are easier

to close" than outbound marketing (where the CD reaches out and touches prospects

proactively; e.g., with a postcard, magazine advertisement, direct mail, etc (pp. 144-147).

Bly (2009) continues to estimate that social networking and blogs create higher quality of

leads than direct mail and websites however, direct mail offers the highest return on

investment (p. 150).

After selecting marketing tactics, Bly (2009) states it's important to "put

measurements in place that will track how well the tactics are working" (p. 187). First,

the CD should select specific data that will tell the designer if the strategies are

succeeding with regards to the outlined goals and objectives. Logan Gattis Designs is a

seed company and as such has determined a plausible goal for them is to aim for seven to

ten new clients a month. In *Start and Run a Graphic Design Business*, Michael Huggins

(2009) says, "Typically it takes five to ten good leads to get one client" (p 72). Therefore,

Logan Gattis Designs will need to generate anywhere from 35 to 100 leads a month.

Number of inquiries (leads) and number of conversion (prospects converted to clients)

will be the data that Logan Gattis Designs needs to track to make sure the marketing

strategies are successful. Logan Gattis Designs also outlined in their business plan (see

Appendix A) that one goal is to have a loyal customer following by generating new

business within existing accounts for a 10% increase in total sales revenue within a year.

This indicates that revenue will also need to be tracked to determine if the marketing

tactics geared towards existing clients is successful. For all the goals that Logan Gattis

Designs has identified for the company, it is necessary to keep track of new clients, client

retention rate, cost of acquiring a client, lifetime value of a client, promotional costs,

website traffic, page views, click-through rates, list growth, and client feedback and

ratings of the services provided. If the cost of acquiring a client or growing the

subscription list is greater than the revenue the client provides to the company, the

marketing strategy is not successful and needs to be reevaluated. When thinking about

budgeting for a marketing plan, Huggins (2009) recommends that a designer, "complete

one tactic at a time…account for every dime you spend…on each marketing activity to

know exactly what you are getting in return for your investment" (p. 73). Bly (2009) also

recommends measuring a metric called ROTI (return on time invested). ROTI is

determined by, "multiplying the hours spent on the activity by [a CD's] hourly rate" (p.

192) then compare that number with the revenue generated from the marketing tactic.

This metric is incredibly useful when determining if a blog or social networking is a

successful marketing tool.

To create the finalized marketing plan, begin with outlining the tactics to be used

at each stage of the selling process. Bly (2009) includes generating leads, qualifying

leads, getting introductory meetings, following up with qualified leads and following up

with new clients as various stages in the selling process (p. 212). It is recommended a CD

then create an action plan that outlines goals, strategies, tactics, actions to do, and due

dates (Bly, 2009, p. 216). Next, the CD analyzes the marketing budget available and

creates a budget allocation by month and by medium (Bly, 2009, pp. 219-220). If a major

marketing campaign is involved, a designer should create a specific month to month

calendar outlining details of these campaigns (Bly, 2009, p. 221). Finally, a designer

should take the marketing plan and break it into manageable segments. Bly (2009)

suggests looking at the one year goals for a company and determining what needs to

occur by 6 months in order to remain on track to accomplishing the goals. Then continue

with determining what needs to occur by 9 months, 3 months and then finally 1 month (p

222). See Appendix B for a detailed version of Logan Gattis Designs' marketing plan.

Creating a resume

A resume is a standard requirement for a CD. In Colombia, there are specific

items that must be included in a typical resume (Berrio, 2010). A CD can design a

creative resume however it is recommended to create a variant on a standard Colombian

template (See Appendix C). Potential clients might feel more comfortable viewing a

resume in a format they recognize. It is important to note here that standard resumes in

Colombia include information that is not normally necessary on an American resume.

This information includes as a designer's nationality, marital status, and number of

dependents. Colombian resumes also include a photograph (see blue box on resume

template in Appendix C).

CHAPTER III

DESIGNING THE LOGAN GATTIS BRAND IDENTITY

Every company requires a brand identity because it separates a company and its

offerings from the competition (Burrow, 2009, p. 289). J.A. Matthewson (2002) expands

on this topic in his book *e-Business: a Jargon Free Practical Guide* discussing how a

strong brand will differentiate a company by generating sales leads from potential

customers as well as helping these customers select a company in the first place (p. 63). It

is clear that with the many choices clients have today in terms of which CD to work with,

a CD needs to have a unique brand in order to gain clients.

What is a brand?

A brand is the perception in a customer's mind about a product, service, or

company (Wheeler, 2006, p. 4) Wheeler (2006) agrees with Matthewson that the major

reason for brand importance is that there are so many indistinguishable products and

services in the public sector (p. 4). In order to differentiate a company successfully, the

brand must be strong. F. Joseph Lepla and Lynn M. Parker, in their book *Integrated*

Branding (2002), define a strong brand as "having to do with every aspect of a

company's relationship with its customers" (p. 1). When a CD has services and

communications that are driven by brand, they experience what Lepla and Parker (2002)

call integrated branding (p. 1). These authors clarify that "integrated branding is an

organizational strategy used to drive company and product direction—where all actions

and messages are based on the value the company brings to its line of business. This

28

value is based both on what the company does well and what customers consider important" (Lepla, 2002, p. 2). A company can have a certain opinion on the message it presents to clients. However, how these clients view this company is what determines the company's success. If the perception is aligned with how the company wants to be perceived, there is a high chance of success.

<div align="center">What is brand identity?</div>

In short, if the brand is the message, brand identity is the visual appearance of the message. Alina Wheeler (2006) describes brand identity in her book: "While brands speak to the mind and heart, brand identity is tangible and appeals to the senses" (p 6). According to Wheeler (2006), the best brand identity systems are "memorable, authentic, meaningful, differentiated, sustainable, flexible, and add value" (p. 6). In order to create a brand identity that has the previous mentioned attributes, the CD needs to keep the sequence of cognition in mind. According to Wheeler (2006), the sequence of cognition explains how a person recognizes and interprets sensory stimuli. First the brain remembers shapes which help in memory retention. Second, the brain remembers color and associates an emotion with the color. Third is the content, or message to be communicated (p. 9). Successful brand identity systems will support the company's desired perceptions in the client's mind. Every time the client sees anything with the company's name on it, the collateral should reinforce the message and values of the company.

<div align="center">Elements of a brand</div>

A brand includes any element that is produced by a company both internally and externally. A complete list of what makes up a brand is hard to come by because it is

always changing. New elements are always being added as technology changes. There are however, basic components that will always make up a brand. These components are a logo or logotype, a color scheme, typography choices, letterhead, business cards, brochures, packaging, websites, signage, and advertising. Any communication that a company produces that has the company's name on it becomes part of the brand. In the case of a freelance Communication Design business, the CD, also known as the creative director and/or the president, becomes part of the brand. Everything from what the CD wears to how the CD acts becomes part of how the CD's business is seen. To build a strong, successful brand, all the pieces of the puzzle must be cohesive and communicate the same message.

Logo Design

According to John Murphy and Michael Rowe in their book *How to Design Trademarks and Logos* (1988), one of the key functions of a logo is "to identify a particular product, service or company" (p. 15). Thus, the logo should be distinctive from what is already commonplace in the industry (Murphy & Rowe, 1988, p 15).

Logan Gattis Designs is operating in a foreign country where Communication Design is not fully understood as to how it relates to business and marketing. Business owners view "graphic design" as an expense rather than an investment (Finley, 2010). To overcome this obstacle, Great care was taken in designing a unique logo (see Figure 1) to differentiate the firm from graphic design firms in the area. The logo is the starting point for the challenge of having Colombian business owners view Logan Gattis Designs as having more to offer than just graphic design.

LoganGattis

Figure 1: Logo

CDs design using pixels on a computer. The small squares forming the letters in the logo represent these pixels. Lindsay Gattis, the Creative Director and CD for Logan Gattis, began thinking about what Logan Gattis Designs' strengths are and what they will specialize in. The company's expertise lies in brand identity and marketing materials for small businesses and creative individuals. Logan Gattis Designs needed to determine how they will market brand identities to their target market in Colombia where they do not understand how a strong brand can benefit a company (Finley, 2010).The following sales pitch was written.

> As a Communication and marketing consultant, we will show you how to effectively market your company through all aspects of your corporate collateral. Your logo, your website, your direct mail pieces, your posters, and your paper system are all individual pieces that make up who you are and what you offer your customer. These pieces need to be a cohesive unit with a common theme so that every time a customer picks up a form of your corporate collateral, no matter which form it is, they get the same message about who your company is and what you offer them, the consumer. If all of your corporate collateral relates to each other and convey a similar message about your company's values then it will be a stronger brand in the eyes of your consumers, resulting in your company seeing more profit. It's strategic and will ensure long term success for your company no matter how your company may change over the years. What we offer you is not just branding. But branding that falls into place.

The phrase "branding that falls into place" became an idea of pixels falling into place. The pixels not only represented a tool that designers work with but also metaphorically represented the individual pieces (logo, website, poster, direct mail, etc) that make up a cohesive brand. The tagline for Logan Gattis Designs is extracted from the sales pitch: "branding that falls into place." This tagline can be altered as needed

depending on the target client to be "marketing that falls into place" or "advertising that falls into place."

Paper system

In a corporate identity, the minimum a paper system should include consists of the business card, the letterhead and a mailing envelope. In the case of a CD, the paper system might also include elements such as a contract, a design brief, or an invoice. According to Ira S. Kalb (2002) in his book *Nuts and Bolts Marketing*, the letterhead is one of the first symbols of a company a potential client will see (p. 25). Along with the business card, stationery creates a first impression and a lasting image of the company (Kalb, 2002, p 25). The paper system should begin with a business card. Logan Gattis Designs operates from two locations: Austin, Texas and Medellín, Colombia. Because of these two locations, the entire paper system must be designed in both English and Spanish (see Figures 2 and 3).
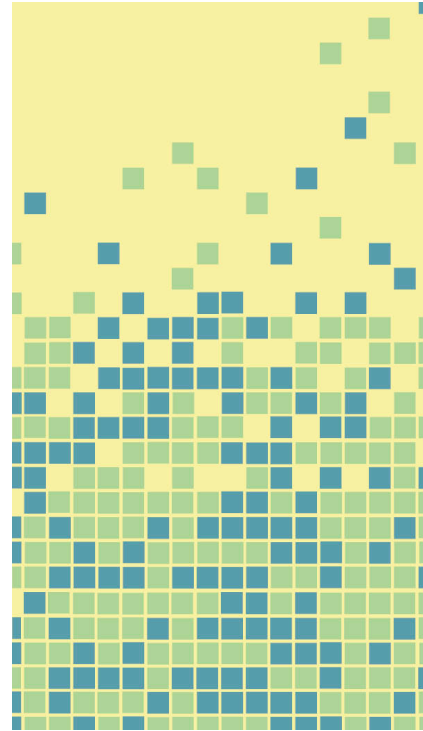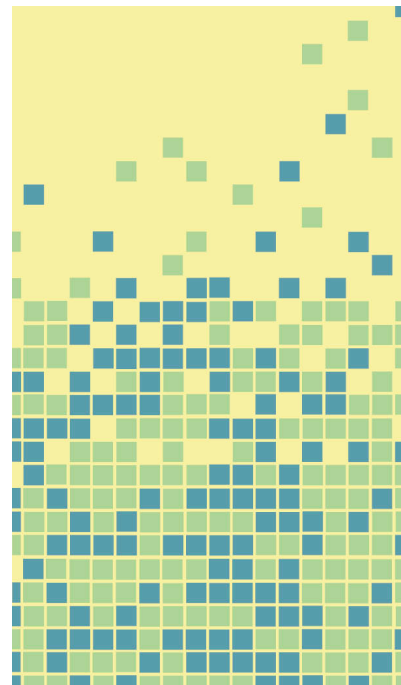
Figure 2: English Business Card Front and Back

Figure 3: Spanish Business Card Front and Back

The creative decisions made regarding the design elements in the business cards came about after many hours of research as to how the firm wanted to present the company to their potential clients. Ms. Gattis has a specific personality: She is friendly but at the same time is blunt and to the point. She is professional and always fulfills her obligations but she also has a lively, energetic spirit about her that keeps her from being predictable. To reflect this, the brand design is 80% expected and 20% unpredictable. The surprising portion of the business card is the angled contact information. The logo and the tagline are lined up perfectly and the other side of the business card creates a geometric pattern with all the squares aligned. The friendly but blunt part of Gattis' personality carried over into the chosen vernacular of the brand. "Look. Write. Talk" was chosen as opposed to the usual "Website. Email. Tel." for a more casual and informal connotation. Logan Gattis Designs made a conscious business decision early on in the branding process to be completely transparent where the client knows what the company is doing and how they are doing it every step of the way. The casual and informal word choice fits into this idea of clearness by creating the feeling of talking to a friend in a conversational tone. According to Finley, Colombian business owners may not understand everything comprises a brand, nor see the importance of it (Finley, 2010). Keeping this in mind, Gattis designed the brand to walk Colombian business owners through the process of what a brand was while verbally explaining the importance as needed. The label "Business Card" was a way to incorporate the pixel pieces along with a clear, conversational word of what portion of the brand a potential client was currently viewing. The various labels will be seen on every piece of the brand and serves as a way of educating and guiding the client through the design process.

Letterhead is the official correspondence between a company and their customers. Robin Landa (2001), author of *Graphic Design Solutions*, discusses the purpose of letterhead as being to "project an image for a company—one that will attract potential customers and make them remember…the company because of the design" (p. 130). In this case, Ms. Gattis continued the use of the concise and conversational language to reinforce the image of Logan Gattis Designs being a friendly partner in a potential client's projects. Referencing Wheeler's (2006) sequence of cognition, the order people remember communication in is shape, color, and then content (p. 33). The use of the geometric square pattern (shape) is built into the brand. Different sections of the paper system are color coded to coincide with the second item in the sequence of cognition. Only colors seen in the brand's color scheme are chosen for use. Yellow is associated with friendliness and happiness (Eiseman, 2006, p.23). Because of yellow's association with the sun, yellow also signifies imagination, wisdom, and intellect (Sutton & Whelan, 2004, p. 158) According to Tina Sutton and Bride M. Whelan in their book *The Complete Color Harmony* (2004), because yellow visually pops out at you, it's "high visibility promotes quick, clear thinking, according to legendary color theorist Faber Birren" (p. 158). Because Logan Gattis Designs wanted to be seen as friendly and imaginative when interacting with a potential client, yellow was a good color choice for the letterhead (see Figure 4), which is the official correspondence between Logan Gattis Designs and all their clients, prospects, and alliances. Yellow was also chosen to encourage quick, clear thinking when it came to selecting Logan Gattis Designs as the creative team on a client's potential project. An additional aspect this company took into consideration is that yellow is one of the three colors found in the Colombian flag. Logan Gattis Designs is a foreign

firm; the thought is that associating the company with a color found in the Colombian flag will subconsciously help Colombians feel understood by Logan Gattis Designs.

LoganGattis

October 27, 2010

Ms. Margaret Edwards
Barnelli Ltd
48 Stanstead Road
London SE27 1HF

For the attention of Financial Manager

Dear Ms. Edwards:

I wanted to take this opportunity to thank you for the excellent job you did in arranging financing for our project. We appreciate the fact that you made yourself available for discussion seven days a week. We were impressed by your thorough knowledge of financing and investment banking.

We have been dealing with our new financial institution for about a week now. The advantages of association with this institution are already apparent. I feel as though we have taken a quantum leap forward in progress.

I would not hesitate to retain your services again and to recommend your firm to any company seeking the best representation.

Sincerely yours,

Lindsay Gattis

Lindsay Gattis,
Creative Director

10510 Floral Park Austin, TX 78759   ■   Tel. 512.799.2436   ■   Fax. 512.346.2586   ■   WWW.LOGANGATTIS.COM

Figure 4: English Letterhead

The Spanish and English letterheads have the same design elements and are indicated by the same color coding. "Letterhead" is translated into Spanish as well as the correspondence example shown (see Figure 5).

Membrete

LoganGattis

Octubre 27, 2010

Señorita Margaret Edwards
Barnelli Ltd
48 Stanstead Road
London SE27 1HF

A la atencion del director financiero

Apreciado Señorita Edwards:

Queria aprovechar esta oportunidad para agradecerle por el excelente trabajo que hizo facilitando el financiamiento de nuestro proyecto. Apreciamos mucho el hecho que haya estado disponible para discusión y asesorías siete días de la semana. Nos impresionó mucho su conocimiento global de las finanzas e inversiones bancarias.

Nosotros hemos estado haciendo negocios con nuestra propia institución financiera mas o menos por una semana y las ventajas de la asociación con esta institución ya son evidentes. Siento como que hemos dado un salto gigante hacia adelante en nuestro progreso.

No dudaría en utilizar sus servicios nuevamente y en recomendar su firma a cualquier compañía que este en busca de la mejor representación.

Sinceramente suya,

Lindsay Gattis

Lindsay Gattis,
Directora creativa

Carrera 39 #8-81, Parque Lleras, Medellin, Colombia ■ Tel. 301.694.8678 ■ Fax. 301.346.2586 ■ WWW.LOGANGATTIS.COM

Figure 5: Spanish letterhead

According to Leatrice Eiseman (1998) in her book *Colors for Your Every Mood: Discover Your True Decorating Colors*, teal green is "sophisticated and upscale" (p. 88). Teal also has a positive response in word association studies. The words used to describe blue-greens are soothing, refreshing, and fresh. (Eiseman, 1998, p. 88). In *Color: Messages and Meanings: A Pantone Color Resource,* Eiseman (2006) also describes teal as being associated with elegance and confidence (p. 41). Ms. Gattis decided to use teal to indicate to the client that a design brief or project summary was being presented (see Figures 6a-6d). When a potential client is considering a Communication Design firm for a project, it would be beneficial for the firm to be seen having fresh ideas. Teal will also subconsciously reinforce confidence in the mind of the potential client about their decision to use Logan Gattis Designs. To be consistent with the other parts of Logan Gattis Designs' corporate identity, the visual vocabulary is the same, the geometric square pattern is included, a label is included, and the layout is the same as the letterhead. The only element that changes in this instance is the color.

Design Brief

LoganGattis

PURPOSE

The creative brief lays out the visual design directions to explore and the objectives of the project. We will use the information on this form to make sure that we are both focused and are on the same page throughout the creative process to deliver your message.

CONTACT

Business Name: _____

Contact Name: _____

Web Site: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____

E-mail: _____

WHO ARE YOU? WHAT DO YOU DO?

_____

_____

_____

_____

_____

_____

_____

_____

Figure 6a: English Design Brief Page 1

Design Brief

LoganGattis

WHAT ARE YOUR OBJECTIVES?

_____

_____

_____

_____

_____

HOW WOULD YOU LIKE TO BE PERCEIVED?

_____

_____

_____

_____

_____

WHO IS YOUR AUDIENCE? DEMOGRAPHIC?

_____

_____

_____

_____

_____

Figure 6b: English Design Brief Page 2

Design Brief

LoganGattis

WHO IS YOUR PRIMARY COMPETITOR? (INCLUDE WEB ADDRESS IF POSSIBLE)

_____

_____

_____

_____

_____

WHAT DO YOU WANT THIS PROJECT TO SAY ABOUT YOU?

_____

_____

_____

_____

_____

WHAT IS YOUR FAVORITE/LEAST FAVORITE COLOR AND WHY?

_____

_____

_____

_____

_____

Figure 6c: English Design Brief Page 2

LoganGattis

LIST LOGOS YOU LIKE & EXPLAIN WHY? (INCLUDE WEB ADDRESS IF POSSIBLE)

_____

_____

_____

_____

_____

WHAT WOULD YOU LIKE TO PRODUCE? (CHECK ALL THAT INTEREST YOU)

❏ LOGO/IDENTITY PIECES   ❏ ADVERTISEMENT   ❏ MARKETING MATERIAL

❏ BROCHURE   ❏ POSTER   ❏ SALES MATERIAL

❏ DIRECT MAIL   ❏ WEB SITE   ❏ OTHER: _____

WHAT KEYWORDS BEST DESCRIBE YOUR BUSINESS?

❏ DEPENDABLE   ❏ FUN   ❏ ENTHUSIASTIC   ❏ PRECISION   ❏ ESTABLISHED

❏ PROGRESSIVE   ❏ SERIOUS   ❏ UNIQUE   ❏ ORIGINAL   ❏ EDGY

❏ TRADITIONAL   ❏ HI-TECH   ❏ INTEGRITY   ❏ MAINSTREAM   ❏ STRONG

ANY OTHER INFORMATION?

_____

_____

_____

_____

_____

_____

Figure 6d: English Design Brief Page 4

As is with the letterhead, in the Spanish version, all the design elements are the same and the content is translated into Spanish (see Figure 7a-7d).

Sumario del proyecto

LoganGattis

PROPOSITO

El sumario del proyecto plantea las direcciones del diseño visual a explorar y los objetivos del proyecto. Usaremos la información que aparece en este formato para asegurarnos que los dos estemos enfocados y estemos hablando el mismo lenguaje a travez del proceso creativo para entregar el mensaje que usted desea proyectar.

CONTACTO

Nombre de la compañia: _____

Nombre del contacto: _____

Pagina web: _____

Dirección: _____

Ciudad: _____ Departamentos: _____ Código postal: _____

Teléphono: _____ Fax: _____

Correo electónico: _____

QUIÉNES SON USTEDES Y QUÉ HACE SU COMPAÑIA?

_____

_____

_____

_____

_____

_____

_____

_____

WWW.LOGANGATTIS.COM   1

Figure 7a: Spanish Design Brief Page 1

LoganGattis

CUÁLES SON SUS OBJECTIVOS?

_____

_____

_____

_____

_____

CÓMO LE GUSTARÍA SER PERCIBIDO?

_____

_____

_____

_____

_____

CUÁL ES SU AUDIENCIA? DEMOGRÁFICA?

_____

_____

_____

_____

_____

Figure 7b: Spanish Design Brief Page 2

LoganGattis

CUÁL ES SU COMPETIDOR PRINCIPAL? (INCLUIR LA PAGINA WEB SI ES POSIBLE)

_____
_____
_____
_____
_____

QUÉ QUIERE QUE ESTE POYECTO DIGA A CERCA DE USTED?

_____
_____
_____
_____
_____

CUÁL ES SU COLOR FAVORITO/MENOS FAVORITO Y POR QUE?

_____
_____
_____
_____
_____

Figure 7c: Spanish Design Brief Page 3

LoganGattis

MENCIONE LOGOS QUE LE GUSTEN Y EXPLIQUE POR QUÉ. (INCLUIR LA PAGINA WEB SI ES POSIBLE)

_____

_____

_____

_____

_____

QUÉ LE GUSTARÍA PRODUCIR? (SELECCIONE TODO LO QUE LE INTERESA)

❏ LOGO/PARTES DE LA IDENTIDAD   ❏ PUBLICIDAD   ❏ MATERIAL DE MERCADEO

❏ PANFLETOS   ❏ AFICHES   ❏ MATERIAL DE VENTAS

❏ CORREO DIRECTO   ❏ PAGINA WEB   ❏ OTRA: _____
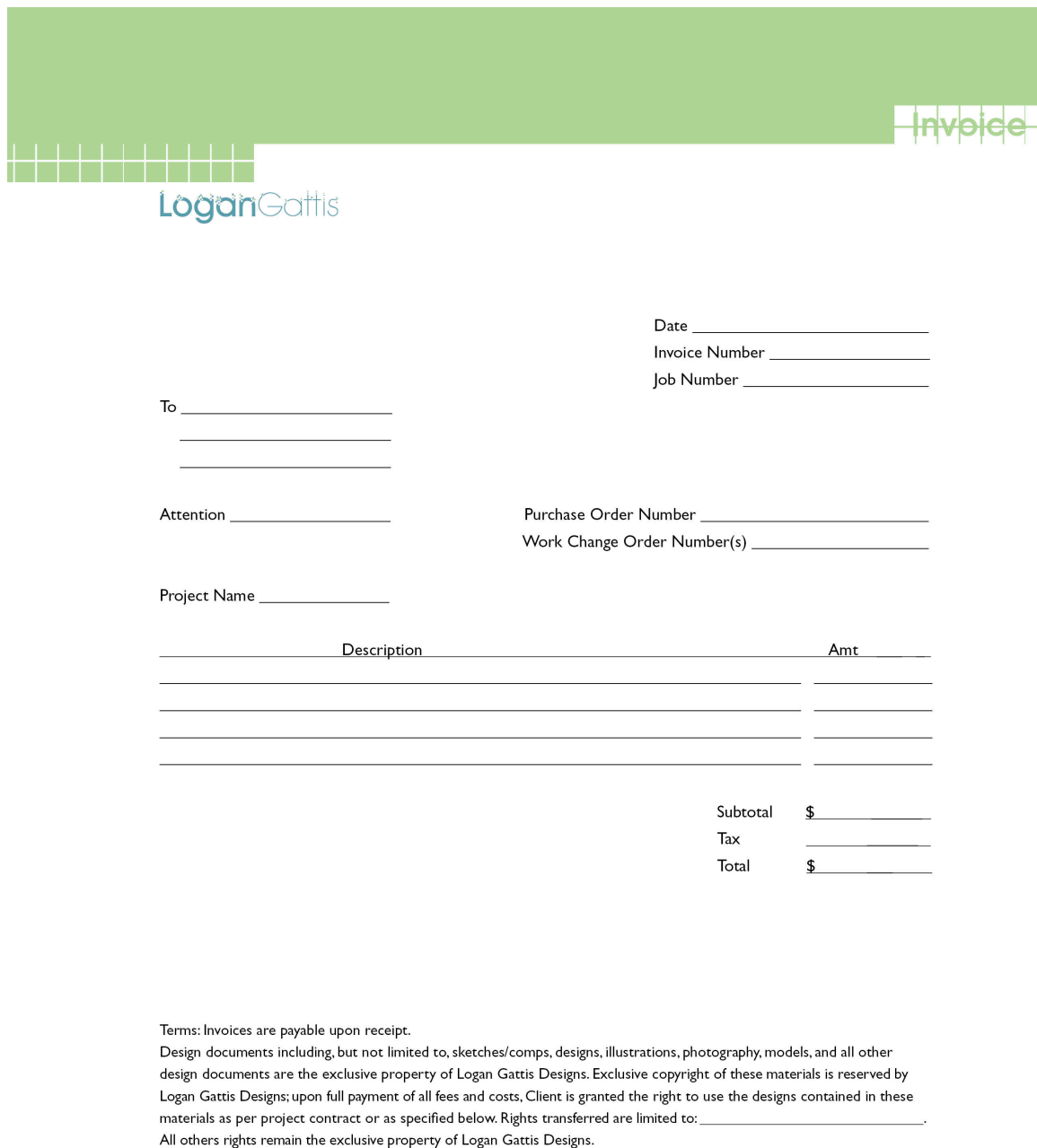
CUÁLES DE LAS PALABRA QUE APARECEN A CONTINUACIÓN DESCRIBEN MEJOR SO COMPAÑIA?

❏ DEPENDIENTE   ❏ ALEGRE   ❏ ENTUSIASTA   ❏ PRECISIÓN   ❏ ESTABLECIDA

❏ PROGRESIVA   ❏ SERIO   ❏ ÚNICA   ❏ ORIGINAL   ❏ FUTURISTA

❏ TRADICIONAL   ❏ TECNOLÓGICA   ❏ INTEGRIDAD   ❏ DOMINANTE   ❏ FUERTE

ALGUNA INFORMACIÓN ADICIONAL?

_____

_____

_____

_____

_____

Figure 7d: Spanish Design Brief Page 4

For the invoice (see Figure 8), green is chosen as it is a common color for money in many cultures. The use of green will reinforce memory associations with an invoice. Sutton and Whelan (2004) state that green is used to reduce anxiety and reassure people (p. 162). Both of these qualities will be useful for Logan Gattis Designs. If Colombian companies are not used to viewing marketing as an investment instead of an expense, they might be nervous about the perceived risk and/or about the price of the service. Subconsciously reassuring the client and reducing their anxiety will help the Communication Design firm achieve their desired results.

Invoice

LoganGattis

Date _____

Invoice Number _____

Job Number _____

To _____

_____

_____

Attention _____

Purchase Order Number _____

Work Change Order Number(s) _____

Project Name _____

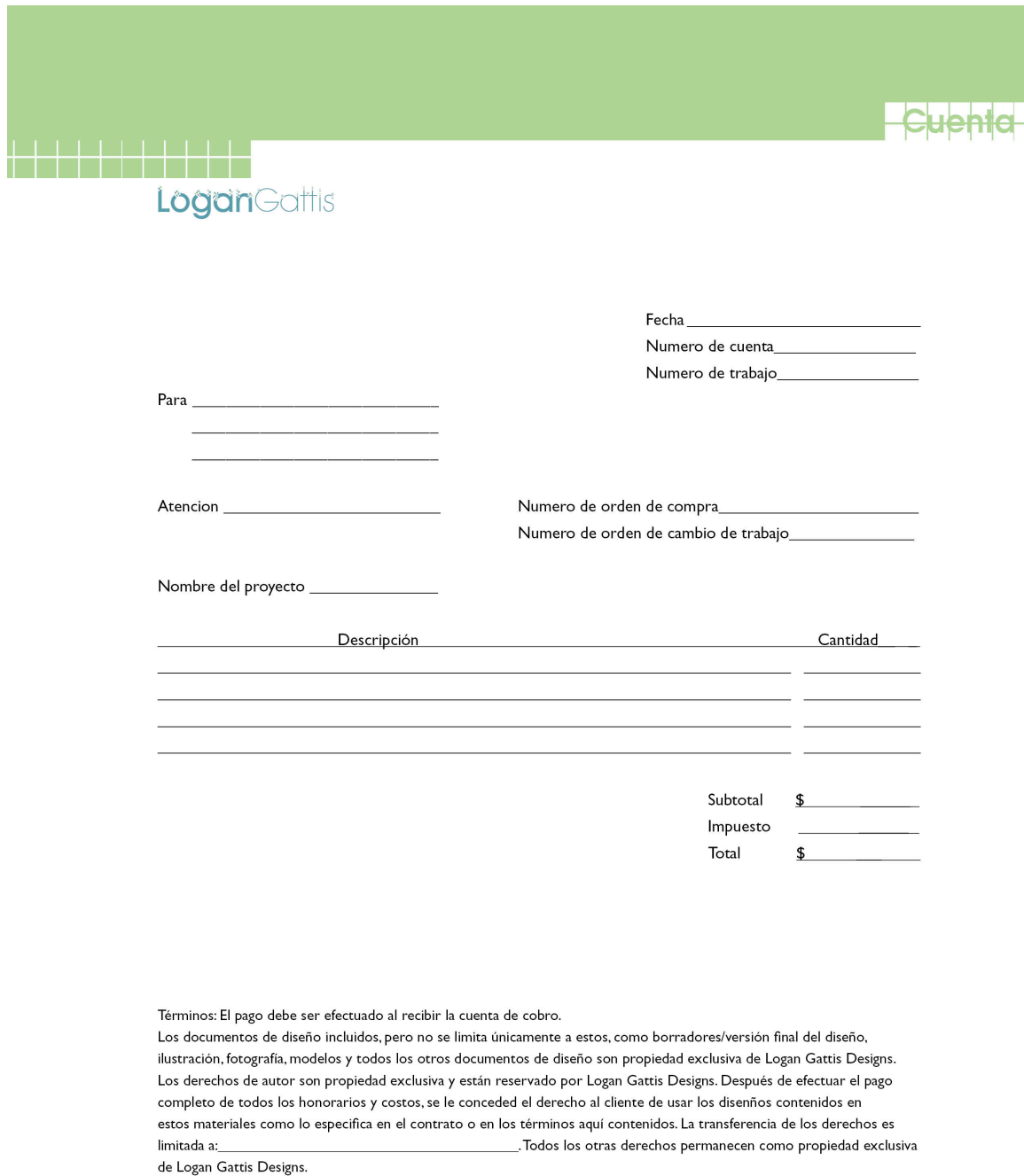| Description	Amt
_____	_____
_____	_____
_____	_____
_____	_____

Subtotal $_____

Tax _____

Total $_____

Terms: Invoices are payable upon receipt.
Design documents including, but not limited to, sketches/comps, designs, illustrations, photography, models, and all other design documents are the exclusive property of Logan Gattis Designs. Exclusive copyright of these materials is reserved by Logan Gattis Designs; upon full payment of all fees and costs, Client is granted the right to use the designs contained in these materials as per project contract or as specified below. Rights transferred are limited to: _____.
All others rights remain the exclusive property of Logan Gattis Designs.

Figure 8: English Invoice

Again, the Spanish version (see Figure 9) has no design changes. The content has been translated into the appropriate Spanish vocabulary.

Cuenta

LoganGattis

Fecha _____

Numero de cuenta_____

Numero de trabajo_____

Para _____

_____

_____

Atencion _____   Numero de orden de compra_____

Numero de orden de cambio de trabajo_____

Nombre del proyecto _____

Descripción	Cantidad
_____	_____
_____	_____
_____	_____
_____	_____

Subtotal $_____

Impuesto   _____

Total $_____

Términos: El pago debe ser efectuado al recibir la cuenta de cobro.

Los documentos de diseño incluidos, pero no se limita únicamente a estos, como borradores/versión final del diseño, ilustración, fotografía, modelos y todos los otros documentos de diseño son propiedad exclusiva de Logan Gattis Designs. Los derechos de autor son propiedad exclusiva y están reservado por Logan Gattis Designs. Después de efectuar el pago completo de todos los honorarios y costos, se le conceded el derecho al cliente de usar los diseñños contenidos en estos materiales como lo especifica en el contrato o en los términos aquí contenidos. La transferencia de los derechos es limitada a:_____.Todos los otras derechos permanecen como propiedad exclusiva de Logan Gattis Designs.

Figure 9: Spanish Invoice

A contract is a necessary document for Communication Design businesses. It outlines expectations of both parties and agreed upon terms and conditions. For Logan Gattis Designs contract, Ms. Gattis chose the color gray. Gray is a neutral color that lacks emotional charge. Because of this, gray has an aura of power and elegance. It is perceived as a classy neutral that exudes success and reliability. Gray also represents wisdom and maturity (Eiseman, 2004, p.172). Logan Gattis Designs is a new Communication Design firm. Not only that but they are also a foreign company in the eyes of Colombian business owners. Also, Lindsay Gattis, the creative director, is a recent graduate that might be seen by some as inexperienced and young. It is important for potential clients to perceive Logan Gattis Designs as reliable, wise, and mature. It is also important for a potential client to view alignment with this Communication Design firm as a successful venture for their own company. Therefore, gray was the perfect color choice for the contract (see Figure 10a-10b).

LoganGattis

Nondisclosure Agreement for Submitting Ideas

AGREEMENT, entered into as of this _____ day of _____, 20____,
between_____ (hereinafter referred to as the "Designer/Illustrator"), on behalf of
Logan Gattis Designs and _____(hereinafter referred to as the
"Recipient"),on behalf of _____.
WHEREAS, the Designer/Illustrator has developed certain valuable information, concepts, ideas, or designs,
which the Designer deems confidential (hereinafter referred to as the "Information"); and
WHEREAS, the Recipient is in the business of using such Information for its projects and wishes to review the
Information; and
WHEREAS, the Designer/Illustrator wishes to disclose this Information to the Recipient; and
WHEREAS, the Recipient is willing not to disclose this Information, as provided in this Agreement.
NOW, THEREFORE, in consideration of the foregoing premises and the mutual covenants hereinafter set forth
and other valuable considerations, the parties hereto agree as follows:

1. Disclosure. Designer/Illustrator shall disclose to the Recipient the Information, which concerns: concepts,
ideas or designs for the use of logo design and stationery design (including but not limited to business cards,
letterhead, and invoices) for Steven's Audio Video.

2. Purpose. Recipient agrees that this disclosure is only for the purpose of the Recipient's evaluation to deter-
mine its interest in the commercial exploitation of the Information.

3. Limitation on Use. Recipient agrees not to manufacture, sell, deal in, or otherwise use or appropriate the
disclosed Information in any way whatsoever, including but not limited to adaptation, imitation, redesign, or
modification. Nothing contained in this Agreement shall be deemed to give Recipient any rights whatsoever
in and to the Information.

4. Confidentiality. Recipient understands and agrees that the unauthorized disclosure of the Information by the
Recipient to others would irreparably damage the Designer/Illustrator. As consideration and in return for the disclo-
sure of this Information, the Recipient shall keep secret and hold in confidence all such Information and treat the
Information as if it were the Recipient's own proprietary property by not disclosing it to any person or entity.

Figure 10a: English Contract Page 1

5. Good Faith Negotiations. If, on the basis of the evaluation of the Information, Recipient wishes to pursue the exploitation thereof, Recipient agrees to enter into good faith negotiations to arrive at a mutually satis-factory agreement for these purposes. Until and unless such an agreement is entered into, this nondisclo-sure Agreement shall remain in force.

6. Miscellany. This Agreement shall be binding upon and shall inure to the benefit of the parties and their respective legal representatives, successors, and assigns.

By signing this document, I recognize that I have read, understood, and agree to all of the terms listed in this contract.

Designer/Illustrator _Lindsay Gattis_   Recipient_____

On behalf of Logan Gattis Designs   On behalf of _____
                                                        Company Name

Figure 10b: English Contract Page 2

In Colombia, business owners do not usually work with contracts when working

with freelance Communication Designers (see Chapter II, cultural norms). However, as

pointed out in the marketing survey discussed in Chapter II under the Create a Marketing

Plan section, 70% of business owners surveyed wished the CD to be more professional in

clarifying terms and conditions. Therefore, Logan Gattis Designs has created a hybrid

contract for the Colombian clients (see Figure 11). This document outlines the terms,

conditions, and expectations of both CD and client in the same way a contract does.

However, because the document is not legally binding, the legal terminology is

eliminated and everything is explained in simple vocabulary. This document is entitled

"Promise" in order to reinforce the binding qualities of the document within the mind of

the client. This title was also chosen to keep in line with the friendly and conversational

voice of the rest of Logan Gattis Designs' brand. A promise is made between friends and

partners and comes with an assumption of honoring said promise.

LoganGattis

La promesa durante el proceso creativo

Como diseñdora, Me comprometo a proveer los conceptos, ideas y diseños para Steven's Audio Video y papeleria. Tambien me comprometo a entregar estos en las fechas acordadas que ya hemos previamente discutido. Si alguna revisión es necesaria en cualquier momento del proceso creativo, las proveer, gratuitamente, siempre y cuando, estas revisiones no excedan la fecha limite de entrega del proyecto que las dos partes hemos previamente acordado. Si dichas revisiones causasen una extensión en la fecha limite, un pago adicional se daría a lugar.

Como cliente, usted promete mantener estos conceptos, ideas y diseños para uso exclusivo de su negocio. Tambien promete no rediseñar o modificar ninguno de los conceptos, ideas y diseños que le sean mostrados o entregados. Usted promete obtener mi permiso antes de mostrar a otros cualquier diseño, concepto o diseño que no sea escogido por usted para ser usado.

Diseñador(a): _Lindsay Gattis_____ Fecha:_____

Cliente: _____ Fecha:_____

Nombre de la companía:_____

Figure 11: Spanish "Promise"

The envelope completes the paper system. The color teal was chosen to represent the envelope as well as the design brief (see Figure 12). Teal is the primary color in the color scheme because of its association with confidence as mentioned earlier in this section when discussing the design brief. Any correspondence received from Logan Gattis Designs, whether it's a design brief, invoice, contract, or miscellaneous correspondence, the message needs to reinforce confidence in the firm and their abilities.
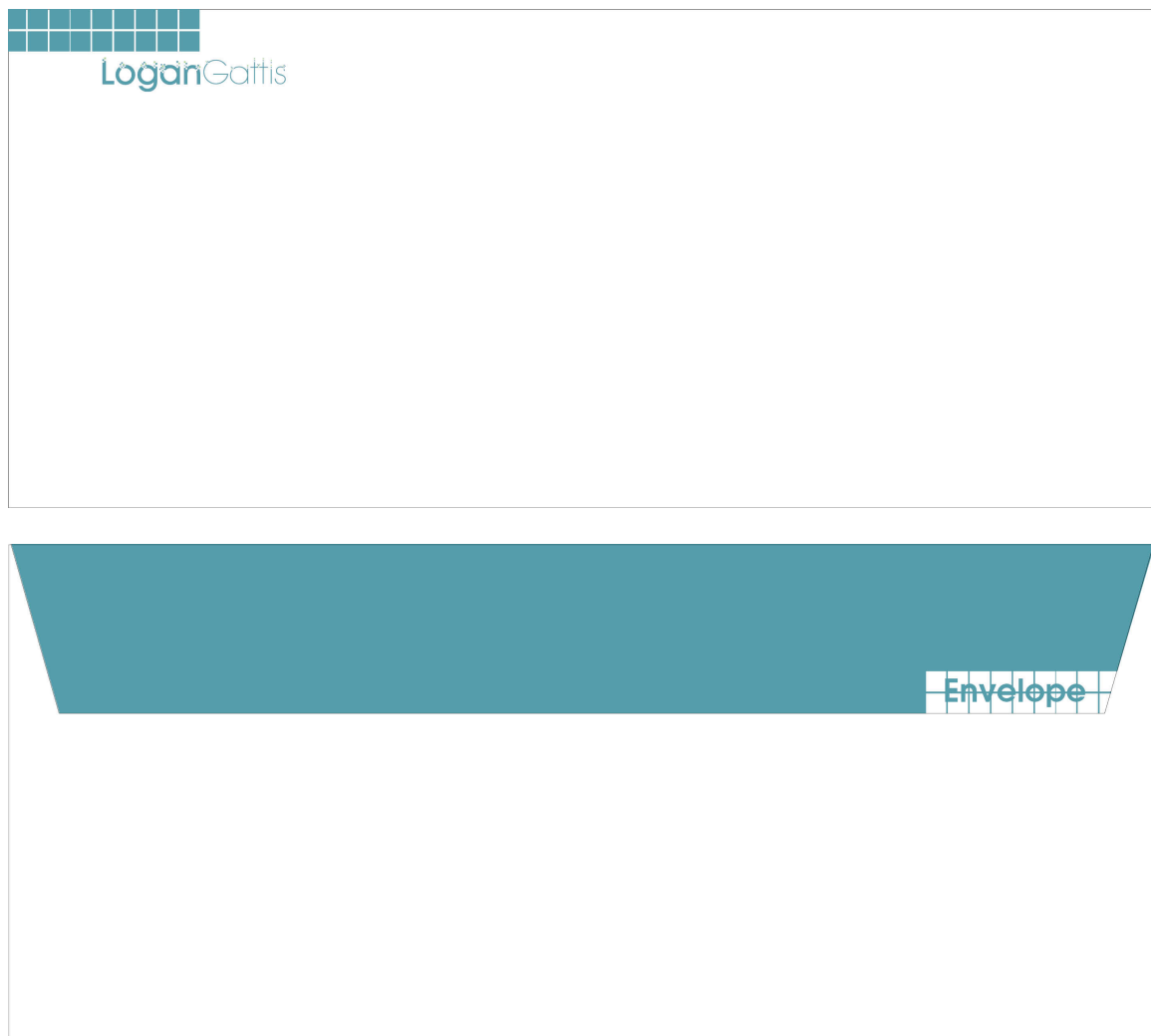

Figure 12: English Envelope Front and Back

No design element is changed in the Spanish version (see Figure 13). Only the word "envelope" is translated into Spanish.
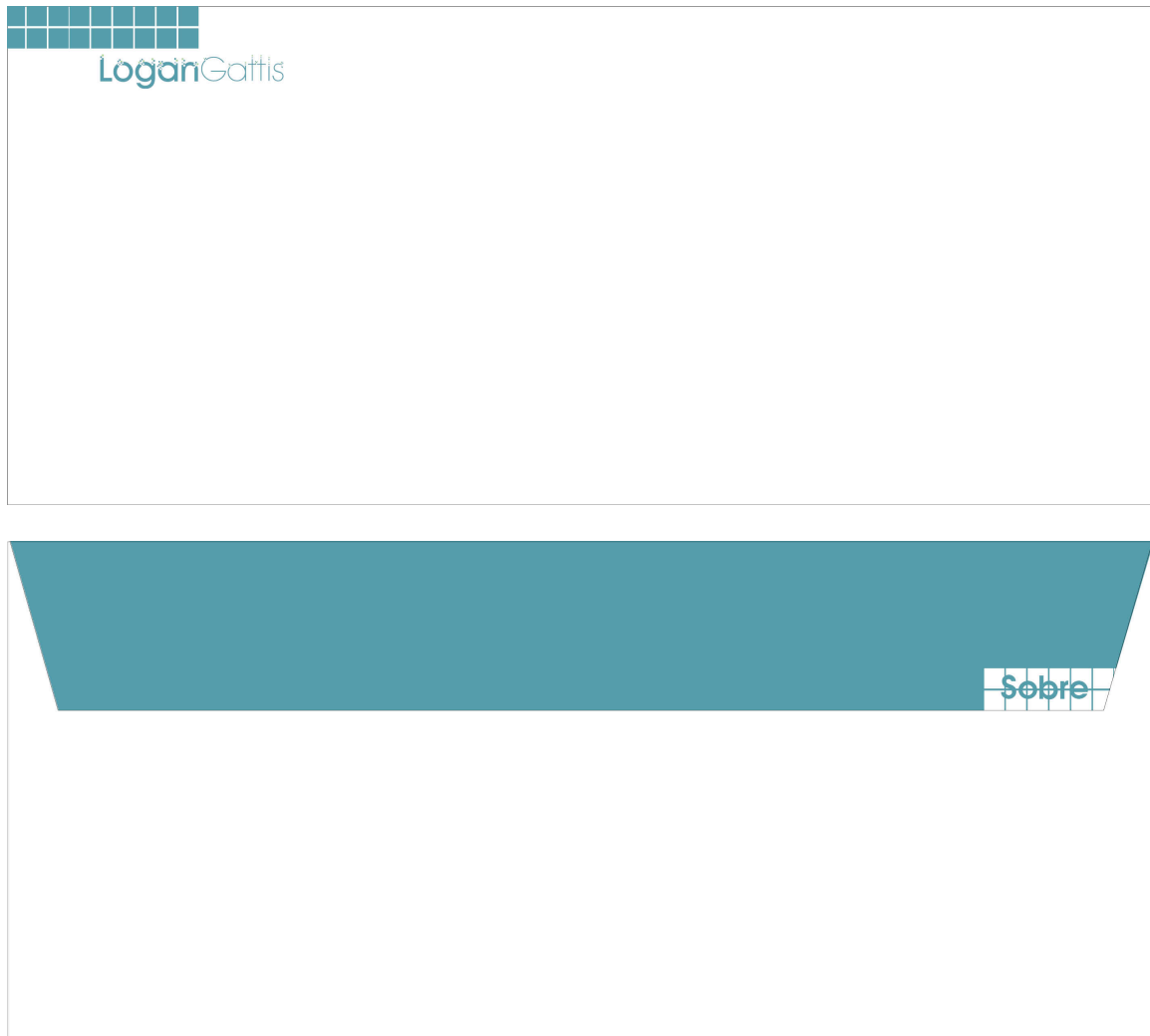
Figure 13: Spanish Envelope Front and Back

Color Scheme

According to John DiMarco (2006) in his book *Web Portfolio Design and Applications*, color schemes establish credibility, mood, and experience (p. 84). It is recommended to use colors that set a mood, promote information, and project identity. Colors can change user perceptions of a company because of the psychological emotions associated with each individual color as discussed in the paper system section of this chapter (DiMarco, 2006, p. 84). When choosing a color scheme for a brand, the target audience needs to be considered. A CD should ask himself what does a specific color

represent to a target audience and also what is the cultural context this audience will be viewing this color scheme in. Logan Gattis Designs has three target markets in Colombia as described in the marketing plan section of chapter two. These markets are Colombian small business owners, Colombian small business owners marketing to Americans, and creative individuals. A lot of design work that comes out of Latin America is very bright, energetic, and uses a warm color palette (see Figure 14) (Peralta, 2006, p. 14) Logan Gattis Designs differentiates the company by creating an uncommon color scheme that still has positive color associations.
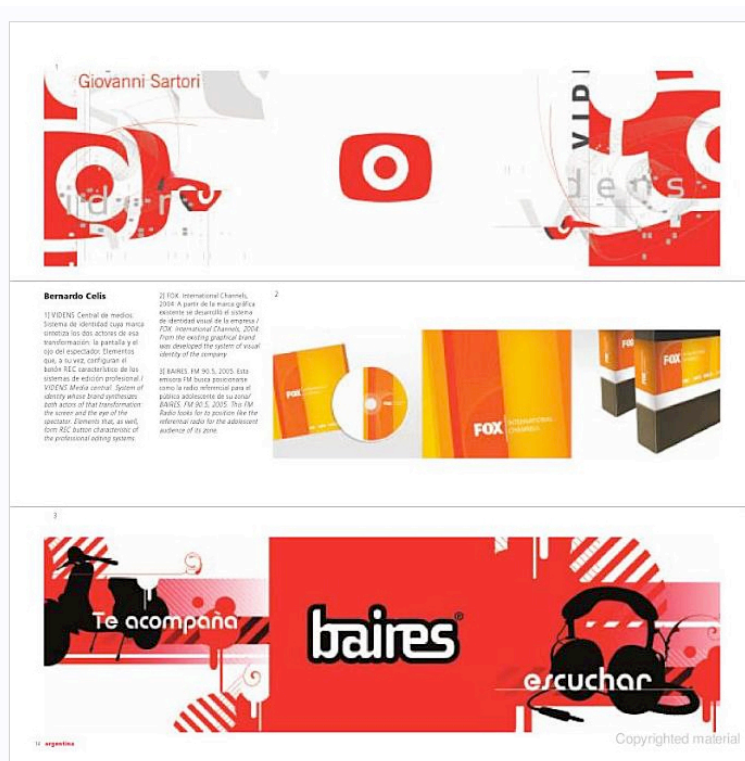
Figure 14: Examples of Latin American Designs (Peralta, 2006, p. 14)

The color selection process was also a necessary part of the color scheme decision because of how the colors fit together visually (see Figure 15). Teal was the primary color selected because of the association with confidence. Teal is a cool hue which is defined as any hue based in blue (Sutton and Whelan, 2004, p. 19). In order to create a

visual contrast with this color, Gattis selected yellow, a warm color, defined as any hue

containing red (Sutton and Whelan, 2004, p. 18). Logan Gattis Designs decided on the

necessity of a third color in their color scheme in order to provide more options for the

color coding portion of their brand. A yellow-green was chosen to balance out the warm

and cool qualities of the previous two colors. Finally, a neutral color was needed to use

for typography. Black is a harsh color and draws your eye away from other design

elements on the same page. Harshness is not a quality Logan Gattis Designs want to be

associated with so a dark grey was chosen to soften the hue up while still maintaining the

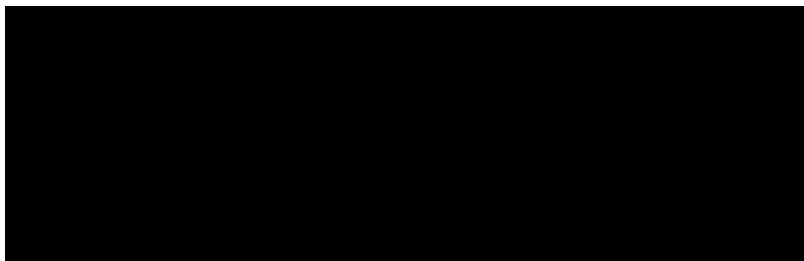visual qualities necessary for typographic design elements.

Figure 15: Logan Gattis Designs' color scheme

Typography

According to Nat G. Bodian (1995) in his book *Direct Marketing Rules of Thumb,*

there are three things to consider when selecting at typeface: "a typeface in character with

the message you wish to convey, a face that makes a good impression on the eye, and a

face that is easy to read and comprehend (p. 219). A modern sans serif typeface called

ITC Avant Garde is used to reinforce the message that this company is friendly and

informal. Comparing Avant Garde to a serif typeface (see Figure 16), demonstrates that

serif typefaces give a more conservative, formal feel partly because of their use in

textbooks and formal documents such as bank forms and government documents.

Ro quodipsam quist libusan imillab id quid moluptae sanimpo remporporpor ation et lanimus et ut dolo dolorec essimet et eum repera peressimi, conem resci dollam ipsam quam ipsunt eatur? Olum id que labo. Ihicimillest pelenditas incipsam quat evel int am restiam in cone conemporem re laut et facest andaerio molenda quas dolorepera solorro magnim dolupiet vendunt

SERIF -SIZE 12

Ro quodipsam quist libusan imillab id quid moluptae sanimpo remporporpor ation et lanimus et ut dolo dolorec es-simet et eum repera peressimi, conem resci dollam ipsam quam ipsunt eatur? Olum id que labo. Ihicimillest pelendi-tas incipsam quat evel int am restiam in cone conemporem re laut et facest andaerio molenda quas dolorepera solorro magnim dolupiet vendunt

SANS SERIF -SIZE 12

Figure 16: Avant Garde compared to Serif

According to James Felici (2003) in his book *The Complete Manual of Typography*, the CD needs to keep in mind that "sans serif type set at common text sizes…isn't as legible as seriffed type" (p. 131). To counter act this, Felici recommends shortening the line width between 10 and 20% as well as enlarging the text by at least one point (2003, p. 131) Another benefit to using a sans serif typeface is that the CD has many varieties of families (bold, italic, condensed, light, ultra, etc.) to choose from when designing (Dabner, Calvert, and Casey, 2010, p. 72). The more options a CD has to choose from, the more variety available within the brand.

Print collateral

Print collateral can be defined as any project with which the final output is printed. There are certain characteristics of print when compared to other collateral forms that are important to consider when selecting an output for a project. Print contains visible text and images at the time of receipt of the collateral and does not involve additional hardware or software to enjoy. Another characteristic is that any printed project will provide the audience with a tactile experience in addition to the visual

experience. This allows the audience to attach emotions to a project based on things other than content. However, this also requires physical transportation of the project to the end user. (Fornas, Becker, Bjurstrom, Ganetz, 2007, p. 68).

Different types of print collateral

There are different types of print media available to a company. Examples of print media include but are not limited to: brochures, packaging, signage, billboards, print advertisements, vehicle decals, annual reports, environmental advertising, self-promotional pieces, direct mailers, posters, and portfolio design. Often, the specifications of a project or the target audience will dictate which form a project should take for print. Examples of these are specifications like budget, desired response, and demographics of the target audience.

Print collateral for Logan Gattis Designs

As a new Communication Design firm, Logan Gattis Designs has a limited marketing budget. Signage, billboards, and magazine advertisements are not financially feasible. In order to let the community know that this firm is now operating in Medellín, Colombia with a relatively low-cost marketing tactic, A direct mail piece as a self-promotional item was created (see Figure 17a-17b). This direct mail piece highlights the best three portfolio pieces as well as provides a business card with the firm's contact information. The desired response from this mail out is to have potential client's visit the website to learn more about the company. Logan Gattis Designs prints these pieces in house and therefore the only cost acquired is supplies and postage. This collateral also doubles as a leave behind at interviews making it even more cost efficient.
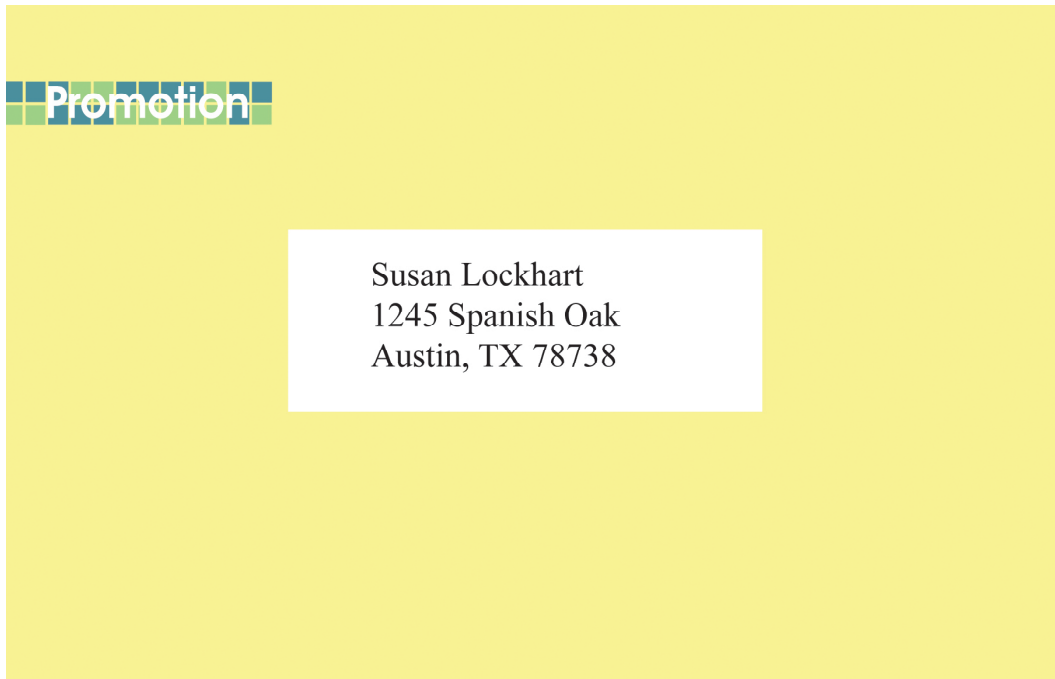
Figure 17a: Self-Promotional Direct Mail Piece

Figure 17b: Self-Promotional Direct Mail Piece Inside Samples

The design of this direct mail piece mirrors the design of the rest of the brand collateral. It maintains consistent use of the color scheme and geometric pattern and includes a label. Direct Mail will be most effective in reaching people that are not currently promoting their business online which is 98% of the businesses (Chapter II, p. 22). The headline "You have what it takes, but does everyone else know that?" grabs the prospective client's attention by making them wonder what is the "it" that is mentioned? And when they read the details they discover that if no one else knows about their business, they are missing out on business opportunities. Therefore indicating, promoting their business online equals more possibilities for success.

CHAPTER IV

ONLINE MEDIA

Online media is any communication that a company creates that uses the internet as the communication medium. With each decade, the vehicles available for online media adapt and increase as technology advances. With regards to marketing, Dave Evans (2008), in his book *Social Media Marketing: An Hour a Day*, discusses the pendulum of marketing. Marketing's roots were found in word-of-mouth conversations that created a connection between buyers and sellers over the past thousand years. This is how reputations were built among customers and how certain companies emerged as the leading brand of their products. This sales cycle was destroyed with the advent of PR and modern advertising which created a more one-sided conversation between advertiser and customer. However, with the popularity of the internet and social networking, the pendulum is swinging back towards the voice of the individual customer. Social networks such as Facebook, Twitter and other forms of online media, brings the consumer voice back to the forefront (p. xix) As such, it is important for any modern day business to focus on electronic media.

Types of online media

Forms of online media are continuously updated as technology advances. Current electronic media categories include websites, social networking sites, e-newsletters, e-mail, mobile apps, interactive media, mobile websites, blogs, digital portfolio sites, web banner advertisements, wikis, SMS, podcasts, and viral marketing. The common

denominator between most forms of online media is user (i.e. customer) interaction. As

Evans described, the pendulum has now swung back to the voice of the consumer. Evans

(2008) states that "social media is now largely if not completely by the content trail—

ratings, reviews, comments, and more—that it leaves on the Social Web, and by the

voting process and related assessments that clearly mark what the crowd thinks of this

content" (p. 37). From a marketing standpoint, a company cannot tell a consumer what to

think; instead a company must listen to the online measurable "pulse", modify and

improve what they offer. This will influence the online conversation. It is recommended

that CDs use their creative expertise to generate an experience that consumers will want

to talk about either because of the experience's ingenuity or because of the company's

ability to hear what consumers have to say and adapt their product or policy. (Evans,

2008, pp. 37-38).

<div align="center">Online media for Logan Gattis Designs</div>

As the marketing plan states, online presence is necessary for two of Logan Gattis

Designs' target markets and a company's online presence begins with a website.

According to Huggins (2009), a Communication Design firm needs "a website to be

taken seriously as a professional design firm" (p. 78). Huggins even goes so far as to state

that potential clients will demand that a Communication Design firm have a website or

they will doubt the company's level of professionalism and abilities (p. 79). To create the

content for Logan Gattis Designs' website, the company's marketing plan served as a

guide. In the plan, it was decided that once potential clients arrived at the website, the

goal was to obtain an inquiry from the prospective client and secure an introductory

meeting. Therefore, the website needs to focus on why the potential clients should

contact this company (the benefits to the client) and what caliber of design work they will receive (the portfolio).

The home page (See Figure 18) beings with a headline stating what benefits Logan Gattis Designs provides for clients. If the prospective client chooses to read further, there is more detailed information about where the firm is located, what the company can do for a client, and that Logan Gattis Designs is bilingual. All pages of the website are written in both Spanish and English.
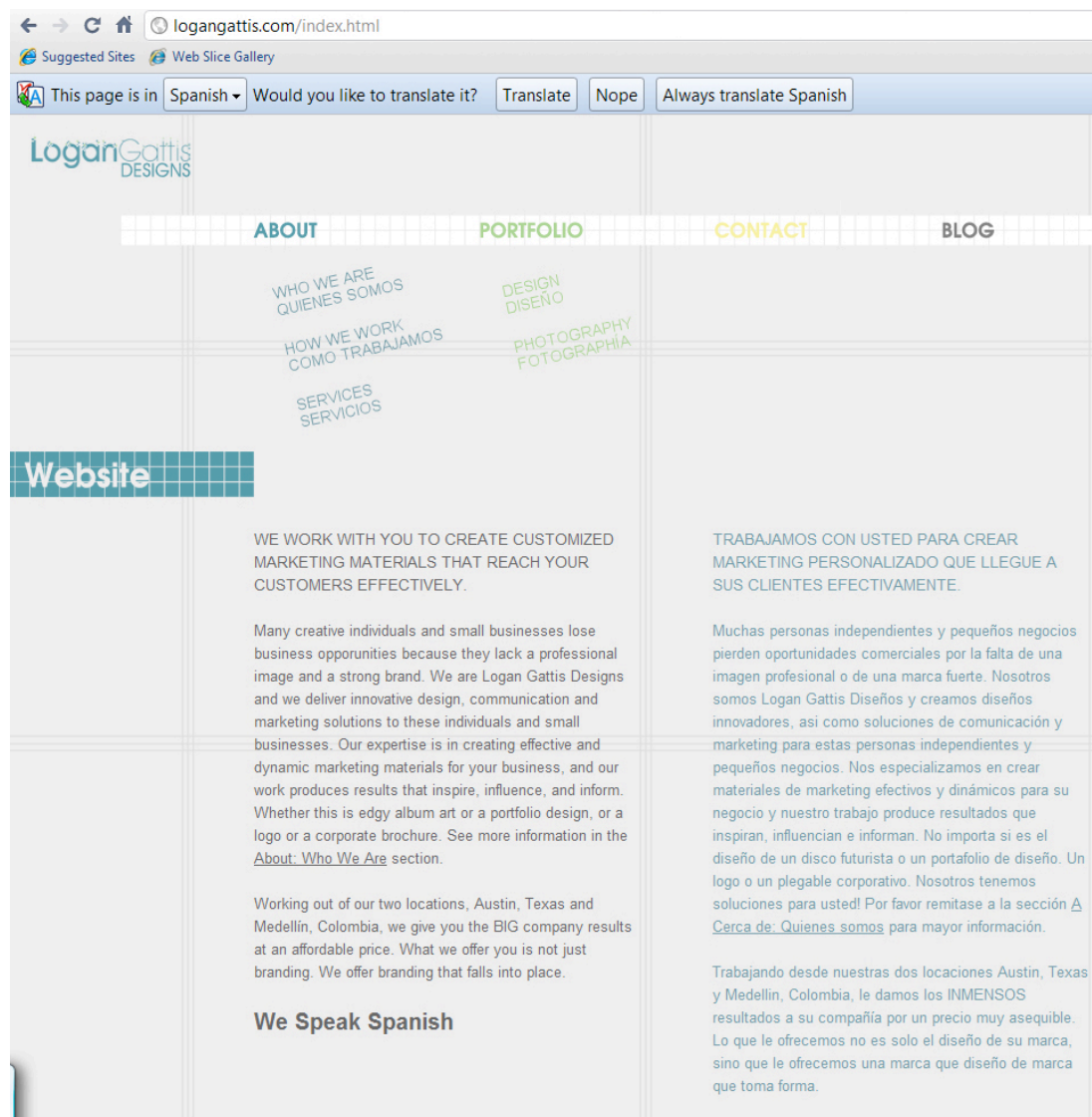

Figure 18: Logan Gattis Designs Home Page

The Logan Gattis Designs website includes additional pages giving in depth information about the company's vision, the interaction between client and creative team and what is expected, and the services the firm provides. The "How We Work" page (see Figure 19) outlines the expectations between both Logan Gattis Designs and the client during the creative process.

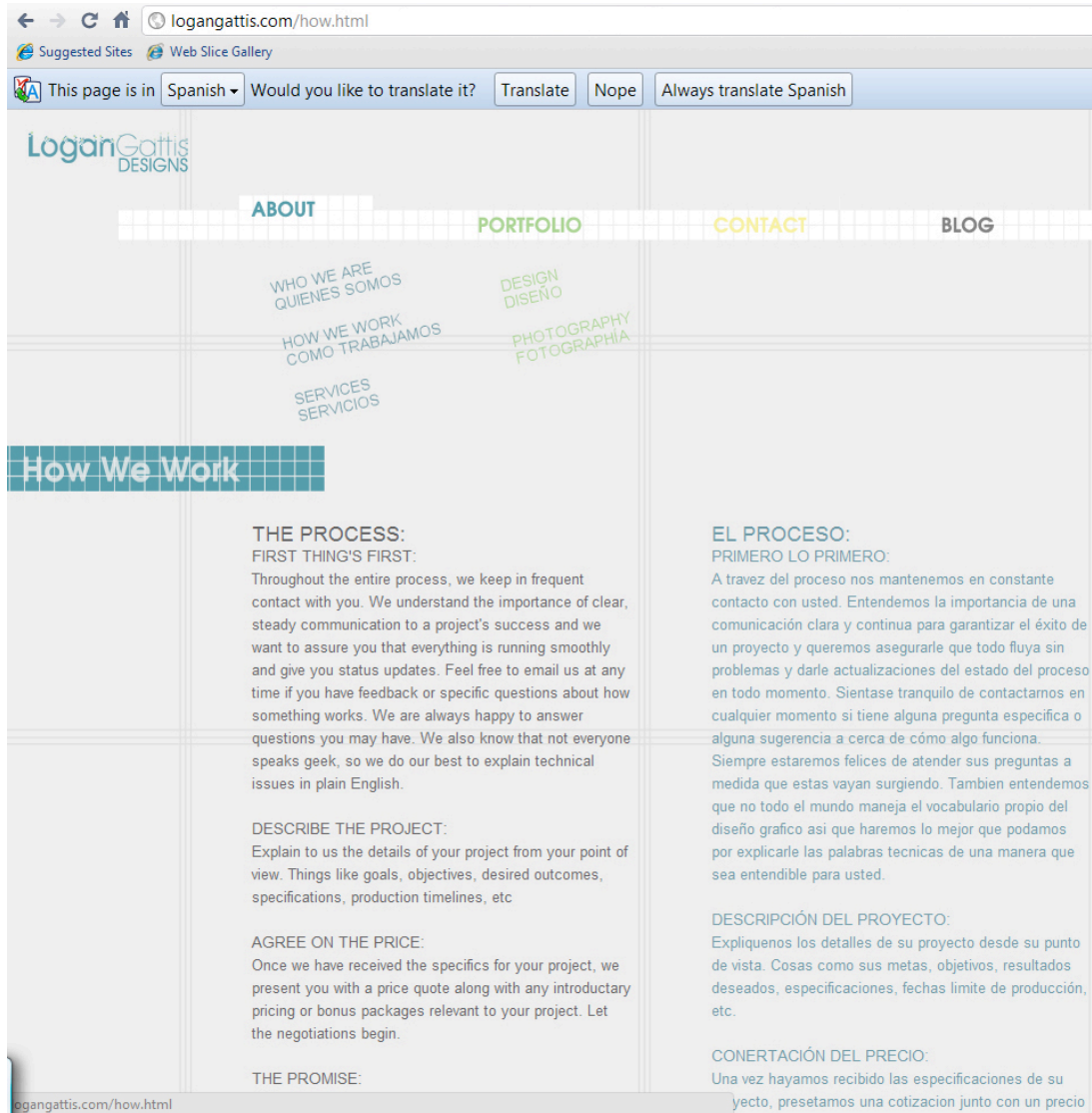Figure 19: Logan Gattis Designs How We Work Page

In addition to information about the company, an online portfolio is included for potential clients to view examples of the company's work. There is a design portfolio

(see Figure 20) and a photography portfolio (see Figure 21) allowing clients to see all
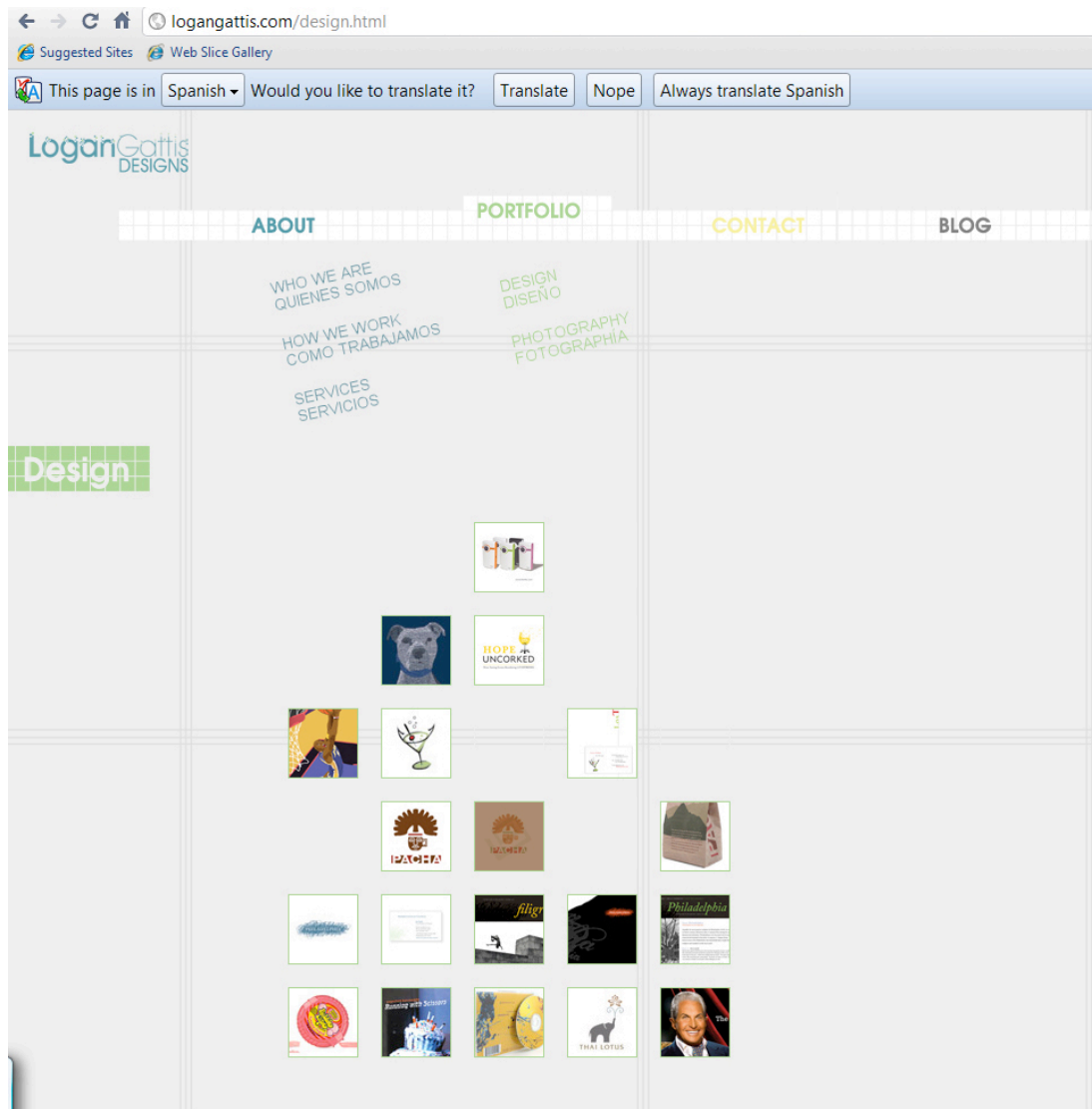
aspects of Logan Gattis Designs.

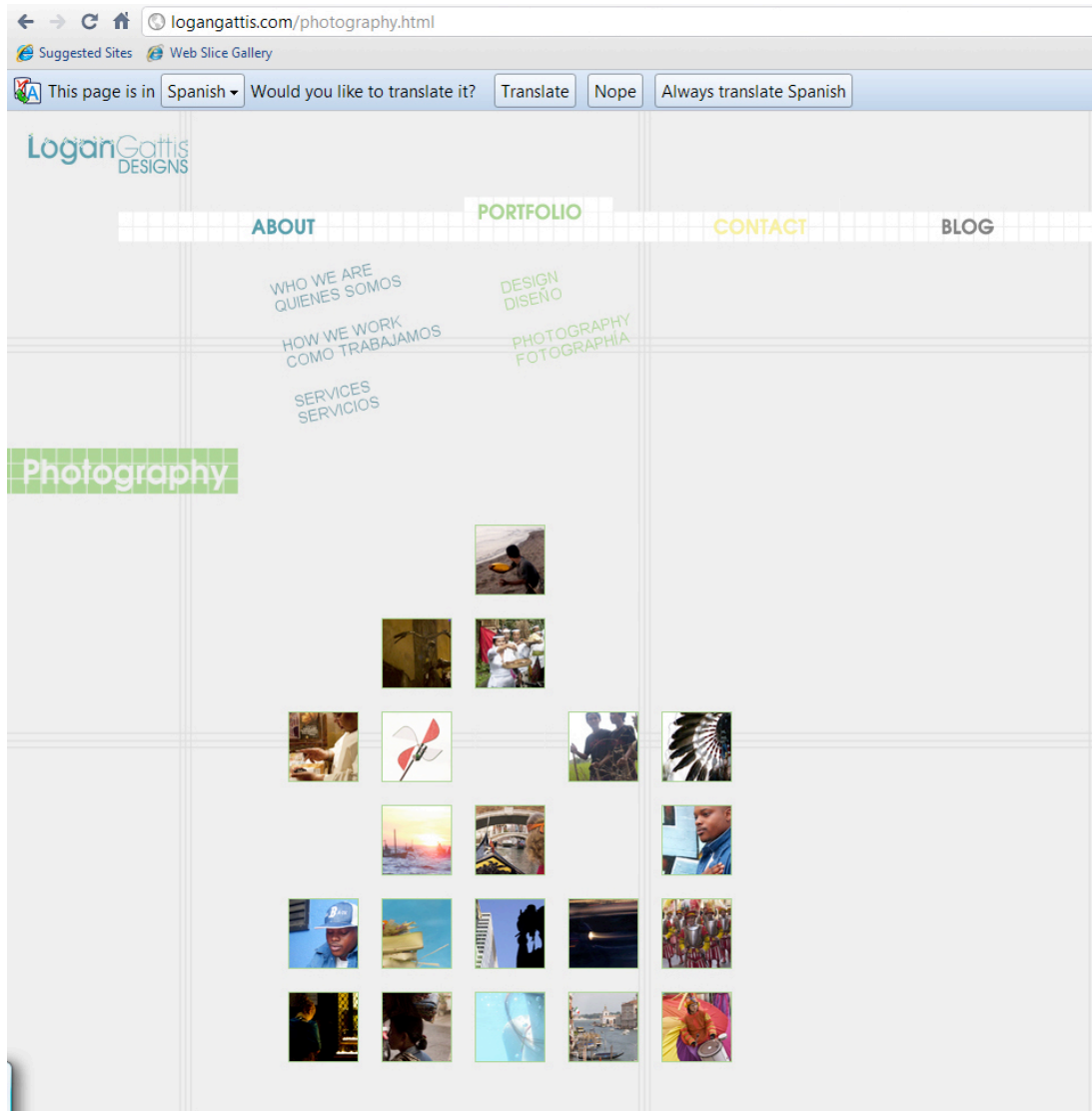Figure 20: Logan Gattis Designs Design Portfolio Page

Figure 21: Logan Gattis Designs Photography Portfolio Page

Finally, the website includes a link to Logan Gattis Designs' blog (p. 81) and various contact information including where the creative director is currently located (see Figure 22).
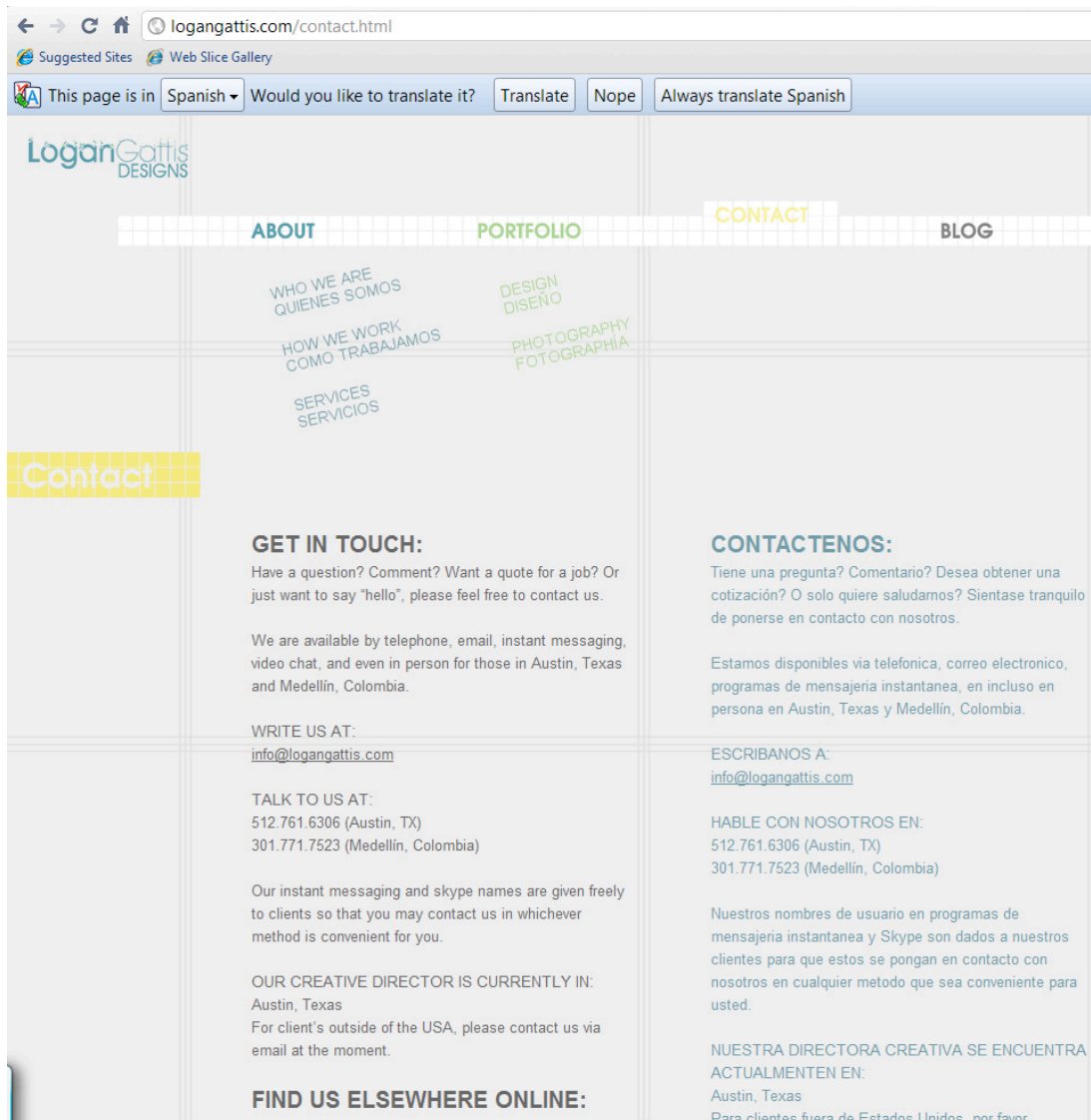
Figure 22: Logan Gattis Designs Website Contact Page

A big part of marketing plans is Social networking sites. They serve two distinct

purposes that traditional methods of marketing do not achieve. First, social networking

sites allow customers to get to know the people behind the brands. Secondly, social

networking sites provide a platform that allow consumers to voice their opinions about a

company and its' services or products (Breakenridge, 2008, pp. 125-128). In a sense, this

second purpose allows consumers to do the marketing for a company. People join social

networking sites for the social aspect of the experience, not for an advertising experience

(Safko and Brake, 2009, p. 26). Therefore, to market successfully on social networking sites, the consumers should be the ones doing the talking. It is recommended that a business focus on the quality of the product or service they are offering as well as the quality of the interactions between the company and the customer (Safko and Brake, 2009, p. 44). The most widely known of the social networking sites are Facebook, Myspace, LinkedIn, Twitter, and Flickr. According to Christ Treadaway and Mari Smith in their book *Facebook Marketing: An Hour a Day*, Facebook had 350 million users as of July 2009 while Myspace had 125 million, LinkedIn had 55 million, and Twitter had 75 million (2010, p. 8). Which social networking sites a company uses depends on their target demographic. Myspace has positioned itself as a place for a younger demographic to network while focusing on their musical tastes and Facebook chooses to target a slightly older demographic (Treadaway and Smith, 2010, p. 11). LinkedIn provides another social networking outlet by supplying profiles for business professionals (Safko and Brake, 2009, p. 54). From a marketing standpoint, younger crowds will not have the power to make purchasing decisions when it is time to choose a CD and therefore, Logan Gattis Designs will market itself on Facebook, LinkedIn, and Twitter.

First, the goal of a presence on social networking sites is to collect valuable feedback from customers as well as to increase the amount of referrals. The next step is to establish what content will be put on each site. The goal is to gain as much feedback and as many referrals as possible, it does not make sense to post the same content on all of the social networking sites. Varying the content not only allows for maximum feedback, it also provides an opportunity for one potential client to subscribe to Logan Gattis Designs' three social networking profiles where they will get different useful

information from each. This allows for maximum exposure for possible referrals. Twitter

will be used mostly to circulate links and post short company updates. This was mostly

due to Twitter's limitations of only allowing 140 character posts at a time. Logan Gattis

Designs will link to other artists, bloggers, and websites that are relevant to design,

advertising, and marketing. Each day will have a specific theme: Monday/marketing,

Tuesday/illustration, Wednesday/web design, Thursday/advertising, Friday/photography,

Saturday/print design, and Sunday/other relevant tops that do not fall into an already

listed category. Sunday's subject matter is likely to be company updates such as new

hires, new clients, promoting client's events, contests, awards, things of interest in the

media, etc. Twitter is updated a minimum of three times a day with one post being a

repost of another person's tweet, one post consisting of a link to another artist, blog, or

article, and one post acting as self-promotional. Three times a day is frequent enough to

remain at the forefront of a potential client's mind while not attracting negative attention

from disrupting the client too often.

Twitter allows a person to customize the background on their portfolio (see Figure

23). Ms. Gattis capitalizes on this by using the background image to further her

company's brand. There is a label that is consistent with the other elements of the brand,

labeling this as Logan Gattis Designs' twitter page. The contact information is angled on

this background as was the contact information of the business card. The idea of pixels

falling into place is continued by pieces of the photograph of Ms. Gattis, the creative

director, falling together and the logo and tagline are featured in a prominent position on
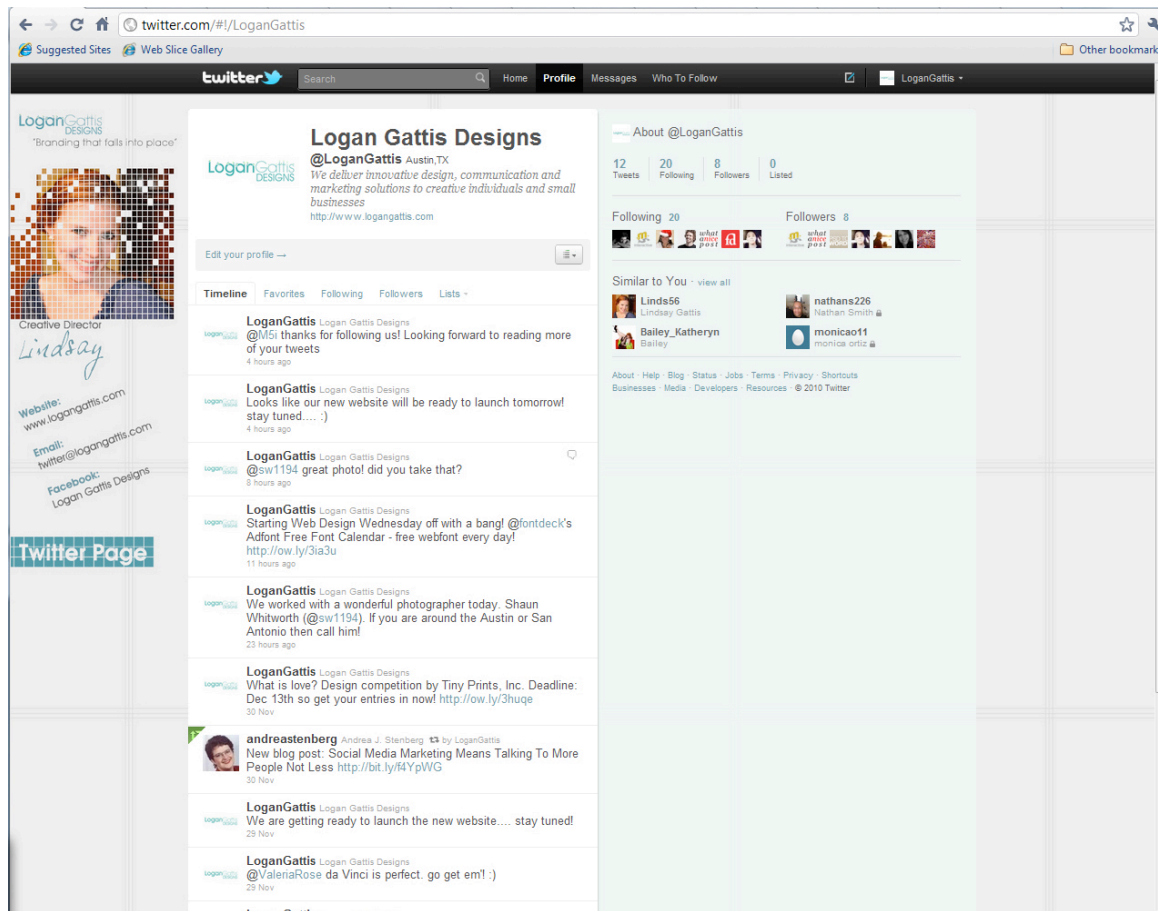
screen.

Figure 23: Logan Gattis Designs Twitter Page

With Facebook having 350 million users as mentioned previously, it is hard not to see the marketing potential of this site. Therefore, Logan Gattis Designs takes advantage of this by creating a company profile (see Figure 24). Facebook does not allow users to customize profiles the way twitter does and as such, the majority of efforts with Facebook gear towards the company's content. Facebook is the site where Ms. Gattis intends to concentrate on photography and video content. However, this will not be used to repost the portfolio images that are already located on the company website. Instead, the content will serve two purposes. The first is an extension of the profile. The firm will post a minimal amount of pieces not seen on the website to entice other Facebook users to visit the website to view the rest of the portfolio. The second purpose, and the one that

will garner the most attention from Ms. Gattis, is to interact with other users. This will be accomplished by posting still photography and video content showcasing examples of good and bad design within the local communities. Users will be able to comment on these examples as well as suggest other examples. If a video is taken based on a user's suggestion, Logan Gattis Designs will feature their name or business on the video for everyone else to view also. Facebook will also be used to post video tutorials and video blog posts (regarding design trends, controversies, etc.) that users can utilize for their own execution of projects. The frequency of posts that Ms. Gattis intends to maintain is at least once a day for verbal status updates and/or still photography uploads and at least once a month for video uploads. This will become more frequent as the company expands.
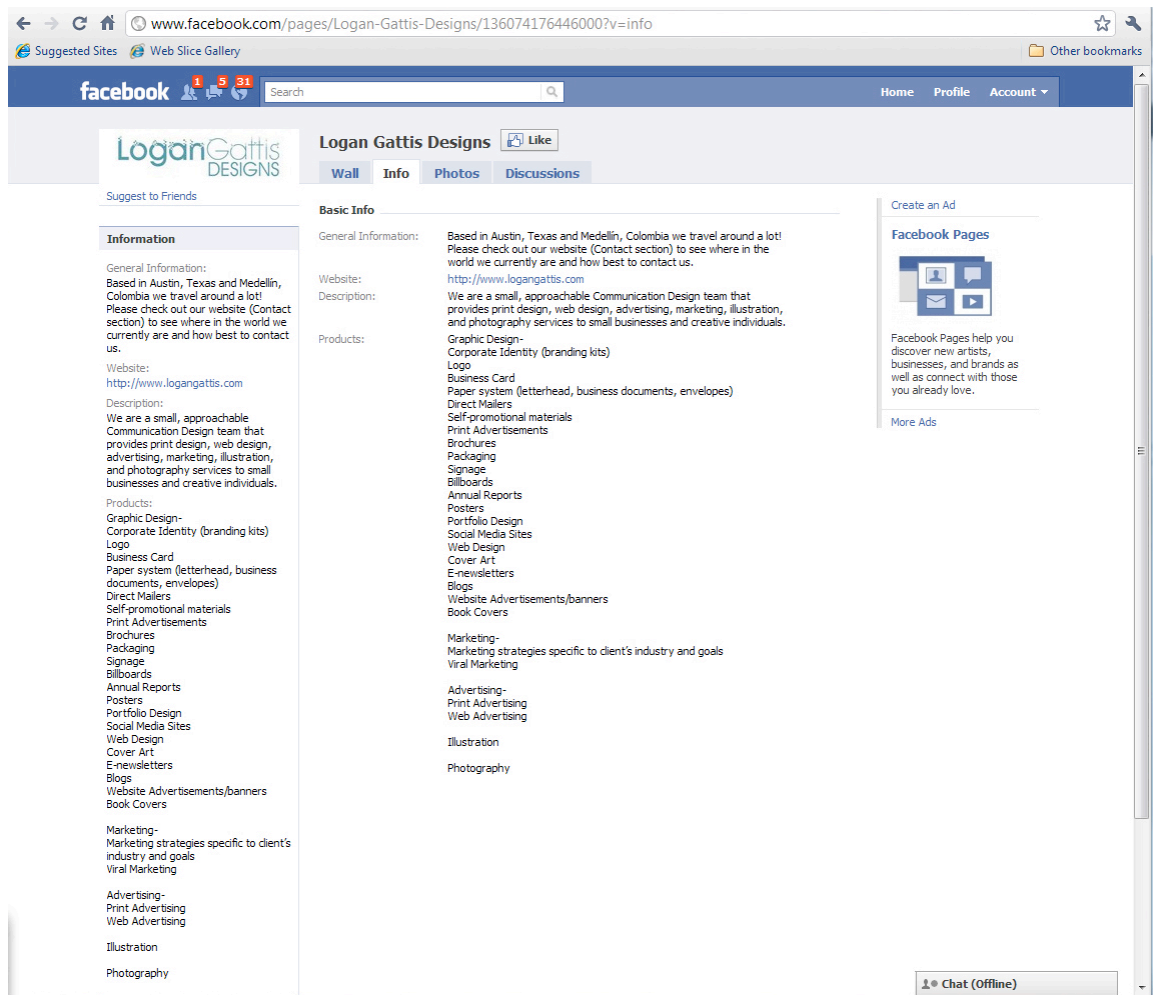
Figure 24: Logan Gattis Designs Facebook Page

A blog is another appropriate social networking tool for Logan Gattis Designs

(see Figure 25). Because of Colombian's focus on personal relationships when doing

business with a company, Ms. Gattis finds it necessary to showcase the creative team's

personality with the blog. A blog is an important tool because it creates a point of contact

for the company. Prospective clients have the chance to interact and feel like they are

being heard by the owners of a company. As Colombian businesspeople put emphasis on

personal relationships, they will feel comfortable knowing how the creative director

thinks and how the team works before setting up the initial meeting.
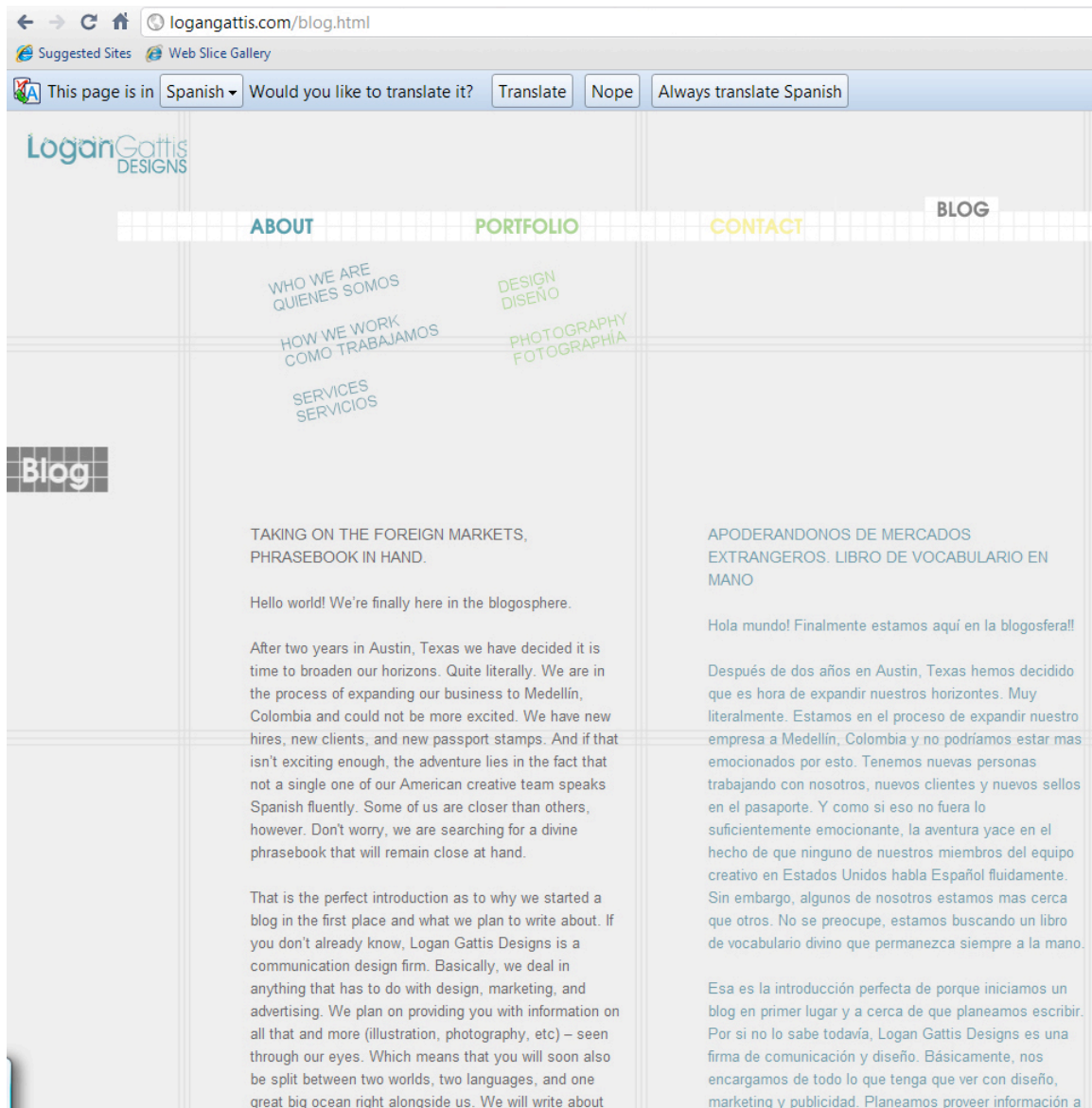
Figure 25: Logan Gattis Designs Blog

The blog is an extension of the Logan Gattis Designs website. It carries the same visual design elements as the other pages on the website and continues the informal, friendly, and conversational tone set by the other pieces of the brand. Ms. Gattis is the main contributor to this blog with other members of the creative team contributing as needed. The purpose of the content of the blog is to show the team's personality but also to highlight the challenges, benefits, and adventures of working out of two countries. The

role of the blog is to create a forum where small business owners, creative freelancers, and bilingual, multi-national companies can obtain information relative to struggles they might be facing and to share their experiences, mistakes, and success with others. Ms. Gattis plans to post to the blog a minimum of twice a week. This allows the company's website to constantly be updated while bringing in repeat viewers. However, twice a week also allows to still have time to update the other social networking profiles in the marketing plan as well as complete design projects for clients until such time as a full-time social networking manager can be hired.

CHAPTER V

CONCLUSION

This research outlines the establishment of a business in Colombia and the

creating of a marketing plan. Logan Gattis Designs developed a business plan and from

that, created a marketing plan to accomplish the goals outlined in the business plan. Ms.

Gattis then designed the visual identity for the company keeping in mind the business

goals, marketing goals, and desired response in the Colombian community. This visual

identity extended to every portion of Logan Gattis Designs web presence as well as print

collateral to maintain a cohesive brand throughout the entire marketing process.

Future research

In any country, the success of a business relies on the strength of the marketing

plan. The key to a good marketing plan is to build evaluation into it by scheduling time to

track marketing efforts and evaluate which ones are creating a positive return of

investment. A CD also needs to update marketing strategies and tactics as technology

advances and as evaluations emerge. Logan Gattis Designs intends to review both the

business plan as well as marketing plan on a yearly basis with the marketing budget being

reviewed monthly. As the company expands, Iphone apps and other mobile software will

be added. Ms. Gattis intends to create an interactive marketing strategy such as a game

for this type of software and to create a self-promotional magazine to send to current and

past clients as well as industry professionals that includes portfolio updates, client list

updates, and a feature article

about a variety of relevant topics. This magazine will be sent out once a quarter to keep Logan Gattis Designs at the forefront of potential client's minds.

At the time of this writing, there has only been minimal feedback on the marketing efforts listed in this thesis. The website has received positive views regarding the bilingual nature of each page from industry professionals in Los Angeles as well as having successful landed a new account in Colombia. The website was launched on December 2, 2010 and in the upcoming months Logan Gattis Designs will be able to track how many Colombian visitors the site is reaching. Google analytics will be used to track how many users are visiting the page as well as where they are from. Once a prospect becomes a client, a survey customized by how they found the company (the website, word of mouth, social networking sites, etc) will be administered in order to evaluate marketing efforts in a more detailed manner.

Appendix A

Logan Gattis Designs' Business Plan

I. General Company Description

Logan Gattis Design is a Communication Design firm that will provide specific design services. These services include corporate identity and branding, cover art, web design, marketing consultation, advertising consultation, illustration, and photography.

Mission Statement: The mission of Logan Gattis Designs is to provide results-oriented advertising, marketing, and visual design services designed to meet our client's objectives by providing strong marketing concepts and clear, creative, and concise visual communications. We seek to become a marketing and design partner with our clients. We desire to measure success for our clients through awareness, increased sales, or other criteria mutually agreed upon between the firm and our clients. We are committed to integrity and professionalism and maintaining a rewarding environment in which we can accomplish our mission.

Company Goals and Objectives:

Goal 1- To be a leader in customer service and customer relations while having a loyal customer following.

Objective 1a- To be a leader in customer service by always applying our professional standards and sending out a customer satisfaction survey at the end of each project.

Objective 1b- To be a leader in customer relations by designing and implementing a client appreciation program to be applied once a year.

Objective 1c- To have a loyal customer following by generating new business within existing accounts for a 10% increase in total sales revenue within 1 year.

Goal 2- To have a healthy and successful company.

Objective 2- To have a healthy and successful company by generating 7-10 new clients a month.

Goal 3- To be a results-oriented company.

Objective 3- To be a results-oriented company by tracking our client's results every 3 months upon completion of the project for up to a year.

Business Philosophy: It is important to us that we always conduct business in a professional way. We wish to always be seen as trustworthy and passionate. We value integrity above everything else.

Vision Statement: To be Medellín's most professional, trustworthy, and sought-after design firm that small-business owners and individuals come to when they need to renew their passion and regain hope in their success.

To whom will you market your products? We have three main markets. Struggling small-business owners that need to increase profits in order to survive, individuals in artist industries, and small-businesses whose marketing is aimed towards Americans.

Logan Gattis Designs has a few strengths that will help place the company ahead of its competitors for their target market. First, Lindsay Gattis, owner of Logan Gattis Designs, is American. She understands American culture and how to market effectively to this target market. Being that Lindsay Gattis is also an individual in an artistic industry, she understands the challenges such individuals face and how branding oneself will enable the individual to creatively and efficiently market to their target audience. Not only does Lindsay Gattis possess a degree in Communication Design, which includes graphic design, illustration, and advertising, she also studied psychology for 3 years and has worked in the psychology field for 7 years holding various positions. She understands the psychology behind marketing and how to relate to a target demographic on an emotional level. Logan Gattis Designs plans to do pro bono work for non-profits focusing on Colombian communities. This will gain exposure for the firm as well as establish the company as an expert in their field. So far no graphic design businesses in Colombia do this which means this will be a strong differentiation point.

Logan Gattis Designs is a seed company established in 2010. The company is registered as a sole proprietorship in Austin, Texas and is in the process of registering in Medellín, Colombia. The company is also in the process of getting their logo trademarked in both Austin, Texas and Medellín, Colombia. Lindsay Gattis owns 100% of Logan Gattis Designs and is not seeking investors at this time. At the time of this writing, 100% of this company's funding has come from Lindsay Gattis' personal finances.

II.   Products and Services

Logan Gattis Designs will be actively engaged in providing a variety of services to small businesses and individuals within artistic industries within its local market and via its internet based ordering website. These service categories include graphic design, marketing, advertising, illustration, and photography. Specific services can be broken down as follows:

Graphic Design-

   Corporate Identity (branding kits)

         Logo
         Business Card
         Paper system (letterhead, business documents, envelope)
         Direct Mailers
         Self-promotional materials
         Print Advertisements
         Brochures
         Packaging
         Signage
         Billboards
         Annual Reports
         Posters
         Portfolio Design
         Social Media Sites
         Web Design
         Cover Art
         E-newsletters
         Blogs
         Website Advertisements/banners

Marketing-

   Marketing strategies specific to client's industry and goals
   Viral Marketing

Advertising-

Print Advertising
Web Advertising

Illustration

Photography

The company intends to employ two full time designers that will render logo development, print advertisement development, and website design/layout services to clients. The business will generate substantial margins from this service as there is very little cost associated with actually rendering the service. All employees will be bilingual in both English and Spanish creating an advantage over our competition.

Our services will be result-oriented and our business conduct will be focused on customer service and client relations. This will also give our company an advantage over the competition.

Pricing is determined by variables such as competitive pricing, scope of the project, and production time. Pricing will be discussed in more detail under the marketing plan including in this business plan.

- o Change in the economy

- o Change in your industry

Product

In the *Products and Services* section, you described your products and services as you see them. Now describe them from your customers' point of view.

Features and Benefits

List all of your major products or services.

For each product or service:

- Describe the most important features. What is special about it?

- Describe the benefits. That is, what will the product do for the customer?

III.   Operational Plan

Explain the daily operation of the business, its location, equipment, people, processes, and surrounding environment.

Production

Every design is produced in house electronically. The final delivery of the product is done electronically as well to cut down on costs. Should the customer want us to print a project in house, we will hand deliver the printed copies.

To ensure quality in every design we produce, all projects are double checked by two separate individuals. A checklist of what the client wants is created at the beginning of every project and as requirements are satisfied, the designer initials next to the item.

Legal Environment

Logan Gattis Designs' logo is in the process of being trademarked in Austin, Texas and Medellín, Colombia.

Liability insurance as well as Errors & Omissions insurance will need to be purchased for business conducted in America. The equivalent will need to be purchased in Colombia.

Personnel

Logan Gattis Designs will have 5 employees. Three designers (including the owner), a receptionist, and an Account Executive. The receptionist will be paid on an hourly basis and will take care of administrative duties. The project manager will be paid salary and will be involved with overseeing all business aspects of current projects. Two of the designers will be paid on a contract basis and will be involved with current projects as needed. Lindsay Gattis will be the creative director and will oversee all creative aspects of current projects. Lindsay Gattis will also take care of all financial records along with the company's accountant. All employees will be bilingual in English and Spanish

IV.   Management and Organization

Lindsay Gattis will manage the business on a day-to-day basis in conjunction with the project manager. Lindsay Gattis has a B.A. in Communication Design making her qualified for the position of creative director.

Professional and Advisory Support

President/CEO – Lindsay Gattis, B.A Communication Design

Accountant- Jim Gattis

Account Exevutive- Juan Cano

To be hired:

Attorney

Insurance Agent

Banker

Copywriter

Marketing Consultant

Appendix B

Logan Gattis Designs' Marketing Plan

Vision Statement:

To be Medellín´s most professional, trustworthy, sought after design firm that small-business owners and creative individuals come to when they need to renew their passion and regain hope in success.

Mission Statement:

The mission of Logan Gattis Designs is to provide results-oriented advertising, marketing, and design tailored to meet our client's objectives by providing strong marketing concepts and clear, creative, and concise visual communications. We seek to become a marketing and design partner with our clients. We desire to measure success for our client's through awareness, increased sales, or other criteria mutually agreed upon between the firm and the clients. We are committed to integrity and professionalism and maintain a rewarding environment in which we can accomplish our mission.

Unique Selling Proposition:

Logan Gattis Designs has an American creative director that thoroughly understands American culture.

Logan Gattis Designs is more than just a graphic design firm. We are a Communication Design firm focusing on graphic design, web design, marketing, advertising, and public relations and how they all tie together.

Logan Gattis Designs is a professional firm that focuses on integrity and the relationship between the firm and the clients.

Niche Market Statements:

We develop corporate identities for micro and small businesses so they can effectively and efficiently market their product and/or service to maximize profits.

We develop corporate identities and marketing strategies for small businesses who market to Americans so that they have an identity and a strategy that is recognizable and desirable to the American market.

We develop brand identities and marketing materials for creative individuals so they have a brand platform to maximize sales of their art.

Qualifying Prospects:

Logan Gattis Designs intends to ask a set of questions to prospects upon emailing the company to determine how much time and money should be spent converting the prospect into a client.

What is your budget for this project? – This will tell us if they have an accurate idea of what this project will cost and if they have put the time into considering budget amounts or if they are still in the early planning stages.

Who else in your organization is responsible for making this purchase decision? – This will let us know if who we are speaking with has the authority to convert the company into a client or not.

What does this project mean to your company? – this will determine their level of desire for this project to happen.

Will you explain some additional details of your project? – this is asked to determine if they are a good fit for our company and if we are a good fit for theirs.

What is the proposed deadline for this project? – this gives us a sense of urgency. The more urgent the project, the higher the conversion rate.

Competition Analysis:

Logan Gattis Designs administered a survey to Colombian business owners with the following results:

70% said the CD should be more professional

42% said the CD doesn't properly understand how graphic design, public relations, marketing, and advertising tie together.

42% said the CD doesn't properly understand the social networking sites and how to use those for marketing

28% said the CD was affordable

28% said the CD follows design trends

28% said the CD needed to be explained details of the project over and over again

14% said the CD was not up to date on current trends

14% said the CD does not select things that target the desired audience.

14% said most of the CDs in Colombia do not illustrate

14 % said the CD could not execute projects in different styles

Marketing Goals:

Generate 5 new leads a month through a Direct Mail promotional piece.

Generate 2 leads a month via the website.

Generate 1 lead a month via a small advertisement placed in magazines.

Generate 2 leads a month via networking and cold calls.

Generate a total of 7-10 new clients a month. Assuming that 5-10 leads become 1 client, generate a total of 35-100 leads a month.

Generate 250 website views a month.

Generating new business within existing accounts for a 10% increase in total sales revenue within 1 year.

Generate 20 introductory meetings a month.

Marketing Strategies in order of least expensive monetarily:

Networking – including social networking sites and blog

E-newsletter to be sent out to an opt-in mailing list

Website promotion

Self-promotional magazine for past and current clients

Place an online ad banner on websites that target creative individuals and small business owners

Client appreciation program

Direct Mail promotional piece to be sent to micro and small businesses not yet online.

Place an ad in magazines that target musicians and small business owners

Marketing Strategies to be tracked in terms of return on time invested:

Networking

Blog

E-newsletter

Self-promotional magazine

Stages in Logan Gattis Designs Selling Process:

How will we generate as many leads as we want? –

Direct mail, articles, speaking, referrals, strategic alliances, social networking, website, blogs, seminars

How will we qualify leads?-

Call after mailing or getting leads from marketing efforts; find out what project the client is interested in and if the realize graphic design and marketing are tied together; explain how I work and find out if they're interested in proceeding.

How will we get appointments to meet or present?-

Qualify the lead. If there's an interest in proceeding, ask for the appointment.

What offer will we make to close the sale?-

Not sure yet.

How will we follow up with qualified leads until they purchase?-

      Create a touchpoint system to ensure ongoing monthly contact. Make sure

      the methods build in value for the prospect.

How will we follow up with new clients after the sale to continue serving and selling

to them?-

      Maintenance plan, referral plan, touchpoint system for clients, joint ventures,

      surveys, e-newsletters, new services emails.

Appendix C

Colombian Resume Template

Full name

CONTACT INFORMATION

address
city and country

Phone:
Phone:
Mobile:
E-mail:

CAREER OBJECTIVE

KEYS OF SUCCESS AND PERSONAL QUALITIES

PERSONAL INFORMATION

Nationality:

Brithdate:

Age:

Marital Status:

Dependants:

PROFESSIONAL EXPERIENCE

position

company

obligations

EDUCATION

What you are studying(or what did you study)

Institute

Program

Time

(this goes from the most recent to the least recent)

Skills	Level

Languages	Level

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List 3

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