



# OEDA Professional Development

## Branding & Rebranding

April 18, 2018



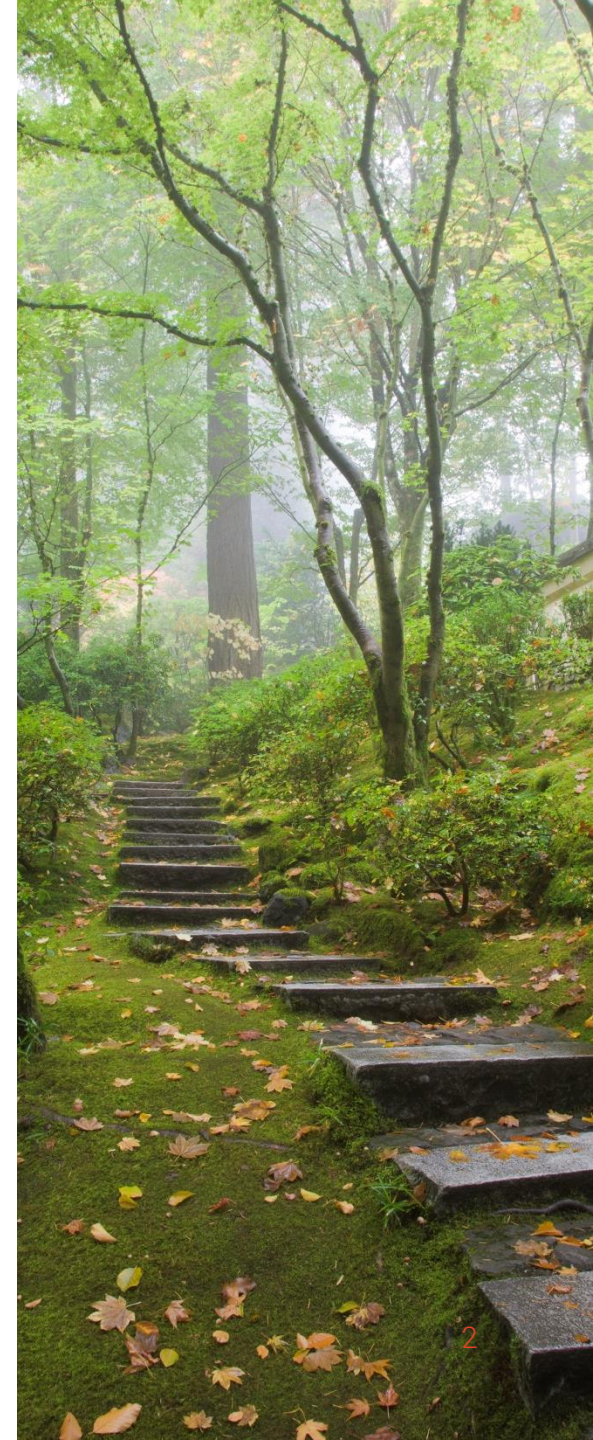


# My message for today

1. Three stepping stones for being great\*
2. And how those stepping stones can guide your branding

**\*full disclosure: I'm not great.**

**But I've learned these Great lessons along the way from some people who were. And they've helped me do some great things.**



## Be Great Stepping Stone #1:



“While you were sleeping, the world you’re now inhabiting has changed somehow. It might be a big change, a small change, but don’t assume anything...

Find out what’s going on.”

- Dan Wieden

# Be Great Stepping Stone #2:

## Cubs' Willson Contreras plays catch with lucky fan in stands during rain delay

*Sometimes rain delays aren't so bad.*

By [Mark Hinog](#) | Updated May 20, 2017, 3:58pm EDT

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Rain delays are always a bummer, but there's not much people can do about it, other than to make the best of it. On Friday, [Chicago Cubs](#) catcher [Willson Contreras](#) did just that. While the Cubs and [Brewers](#) were waiting for the rain to go away, Contreras decided to treat a young fan to a game of catch.



 **Chicago Cubs**   
@Cubs 

Waiting out the rain delay.

So worth it. [#ThatsCub](#)

“Luck is the residue of design”

- Branch Rickey

# Be Great Stepping Stone #3:



“R > W”

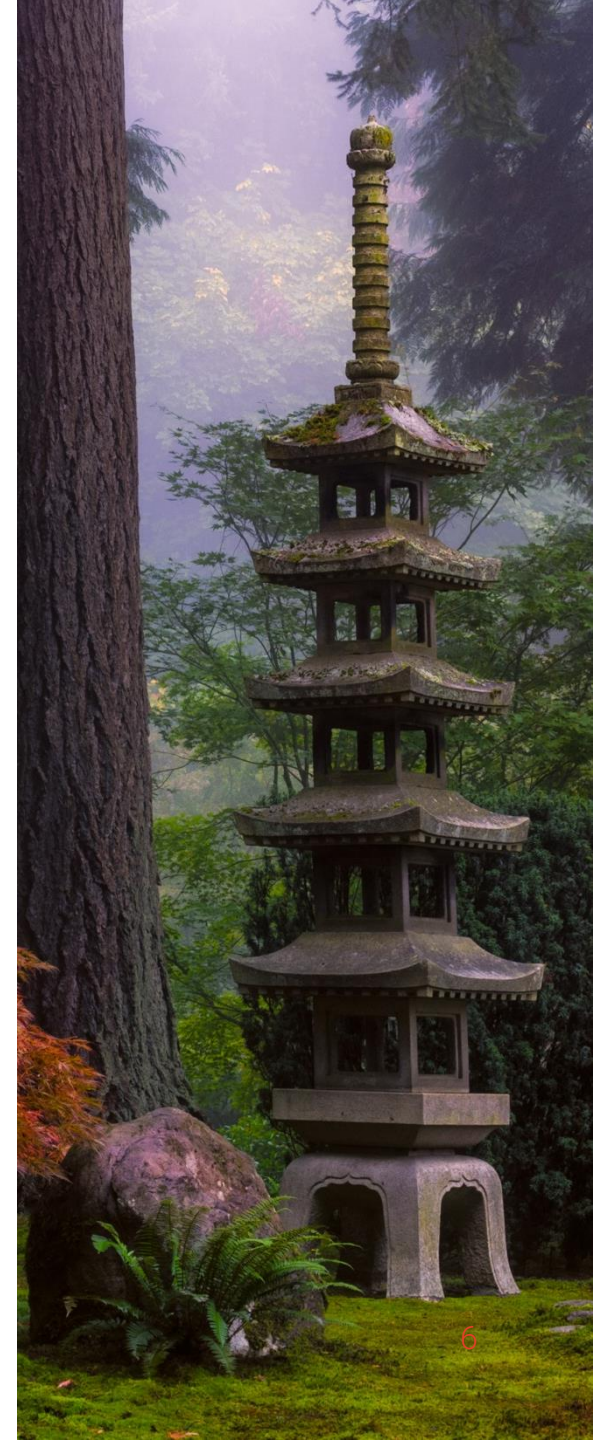
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- Charlotte Beers



# Being Great will help manage your brand

- Find the Truth
- Make Intentional Decisions
- Stay Vigilant



# Finding the truth in your brand

- Interrogate behavior, not assumptions.
- What can you say with conviction?
  - Problem you solve?
  - Your history?
  - Your reason for being?
  - The niche you fill?
- Understand the relationship your key constituents have with your brand (not you)

## EXAMPLES

- Apple circa 2006
- Old Spice
- P&G





# Intentional Decision Making

- Always start with an objective. Always.
  - What does success look like?
  - WHY are you doing something?
- Create Guardrails: what is on & off path?
  - Tone?
  - Behavior?
  - Content?
- Manage Expectations
  - Empower & Listen

## EXAMPLES

- Old Spice





# COMPASS

WHERE GUYS GO TO  
COLLECT MAN CURRENCY



IS IT OWNABLE FOR OLD SPICE?

- |  |     |                                      |
|--|-----|--------------------------------------|
| Grooming <input checked="" type="checkbox"/>       | vs. | <input type="checkbox"/> Preening    |
| Growing Up <input checked="" type="checkbox"/>     | vs. | <input type="checkbox"/> Established |
| Accomplishment <input checked="" type="checkbox"/> | vs. | <input type="checkbox"/> Conquest    |
| Simple <input checked="" type="checkbox"/>         | vs. | <input type="checkbox"/> Complicated |

DOES IT COME FROM A HUMOROUS, HONEST, EXPERIENCED  
OLDER BROTHER WHO DOESN'T TAKE HIMSELF TOO SERIOUSLY?



# SPORTS

## ON COURSE    OFF COURSE

### BIG SPORTS MOMENTS

All Star breaks, playoffs  
Super Bowl  
Rivalry week/best match-ups

### HIGH SCHOOL SPORTS

Old Spice Athlete of the Year  
High School Player of the Game  
*Rise*, Rivals.com, Highschoolsports.net  
Pro camps  
In schools

### BROAD SPORTS KNOWLEDGE

*ESPN Magazine*, *Sports Illustrated*,  
SportsCenter

### AUTHENTIC

UFC  
Hoop It Up

### SEASON TICKETS

Don't need to be at every game

### COMMUNITY SPORTS

AYSO, Pop Warner, etc.  
Local newspaper sports sections  
Parks & rec leagues

### SPORTS MINUTIAE

*Bicycling*, *Ski/Skiing*, *Runner's World*

### FAKE

WWE  
Street ball / And1

## ON COURSE    OFF COURSE

### PERSONAL EXPERIENCES

Tailgating  
Stadium advertising  
Locker rooms/health clubs

### SHARED SPORTS EXPERIENCES

Fantasy Football

### OLD SPICE PARTNERSHIPS

NFL  
NASCAR  
OS Classic  
Red Zone Player of the Year  
Play Clean  
High School Sports Showcase

### SPORTS MEMORABILIA

Souvenir programs  
Baseball card conventions  
Autograph books

### SHARED RECREATIONAL EXPERIENCES

Paintball, bowling, beach volleyball

### COMPETITIVE SPORTS INVOLVEMENT

AXE – Summer X sponsors  
Gillette – tennis/golf (Tiger, Federer)  
Right Guard – NBA sponsor

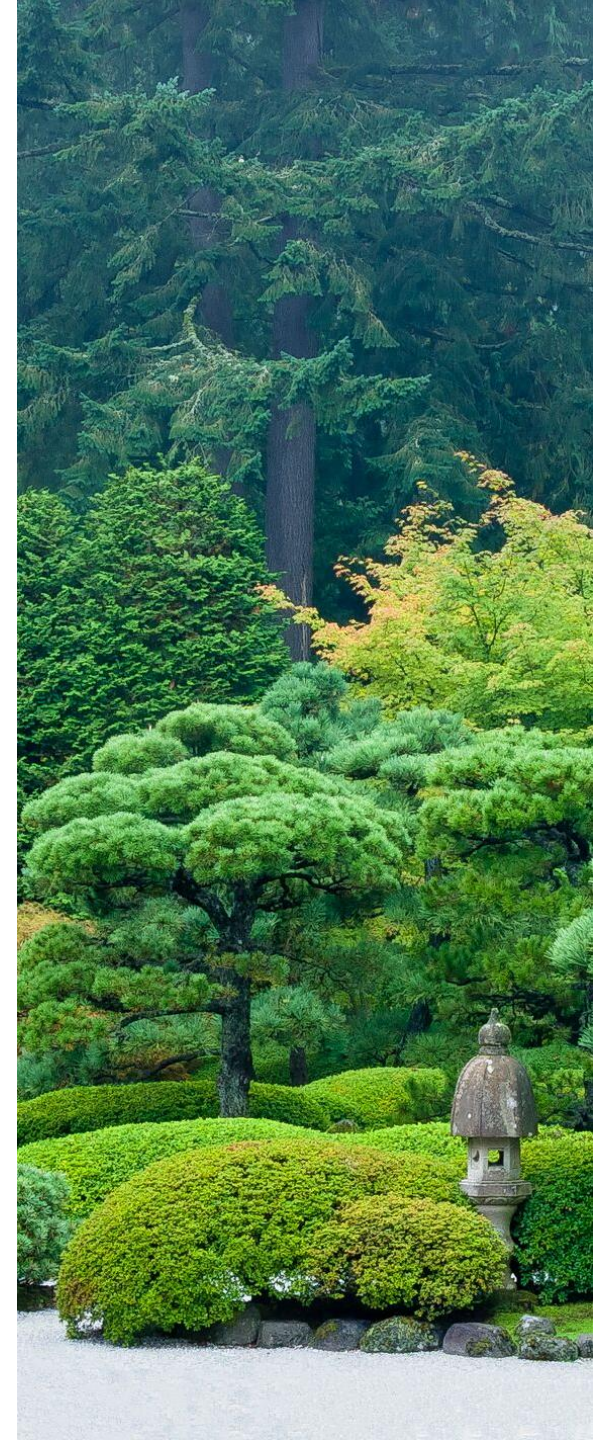


# Stay Vigilant

- Always be planning
- Speak with Impact
  - Everything & everyone says the same thing at the same time
  - Fewer, bigger, better
- Sweat the small stuff
- Stick to it

## EXAMPLES

- P&G







# Simplicity

- That's all



# PORTLAND JAPANESE GARDEN

## Rebranding Process





# WE DID A HUGE SWOT ANALYSIS

## STRENGTHS

- Our history of uninterrupted Japanese-led Garden care
- A beautiful, photogenic An ever-changing art; unique every time you come
- Leadership position in North America to facilitate info-sharing among Japanese Gardens
- Our independent status → less dependence on unreliable state funding
- Strong resources → Financial, Human, Photography
- Reputation as a beautiful garden in the US and a top attraction in Portland
- Geography → PDX reputation, Climate & It's easy to get to
- Quality programming that will increase

## OPPORTUNITIES

- The more people know about intention & purpose, the more they get out of it
- Online Photo Trends → visitors seeking ways to create a personal narrative can do promotion for us
- PDX is huge in Japan right now. And we haven't reached out to that audience before
- The value/benefits of nature is a growing topic
- People are looking for ways to disconnect, slow down
- This is still an affordable Cultural/Arts experience (vs other arts organizations in town)

## WEAKNESSES

- A one-dimensional perception by visitors & members
  - “just a garden” or “an attraction to see in Portland” or “I've already seen it once”
- Too full = compromised experience
- Less family friendly means adults 25-45 are more difficult to attract
- Perception that arts programming is stuffy or tedious
- A segment of members who are resistant to change
- Can be perceived as expensive; Garden prices in US are free or low (esp nearby Rose Garden)
- Inter-department communication is vital but not organized, easy

## THREATS

- Temptation to spread resources out too thin in effort to support expanded programming
- Increasingly warm weather threatens garden health & diminished visitor experience
- Parking is getting worse: diminishes visitor experience
- Portland residents are not looking for “education” or “learning” opportunities in their cultural experiences; they are also less “culturally engaged” (per Moray study)
- eTAM/tech not able to meet current ecommerce needs let alone future needs
- Core message of subtlety, quiet & patience is not inherently attractive to Americans or youth.

# We rewrote the mission statement!

## FROM THIS

The purpose of the Portland Japanese Garden is to create, maintain, improve, and administer an authentic, world-class Japanese garden in the city of Portland and to offer compatible educational, cultural, artistic, horticultural, environmental, and charitable activities.

## TO THIS

Our mission is to bring the ideals of the Portland Japanese Garden to the world:

- art of craft,
- connection to nature,
- experience of peace.



And then we started wandering

here...

here...

and here.

# So we stopped to find our truth & make intentional decisions

1. Pause

2. Align on strategic guiding principles

3. Share directions on tone, design, photography, color and font

(assuming we're aligned on #2)

4. If not aligned on #2, discuss more to ensure we get there

## **Phase 2. creating a strategic roadmap**

**From the information gathering phase, we create a roadmap to put stakes in the ground to ensure we stay on strategy.**

- What is the challenge we're trying to solve?
- How does it tie to our audience?
- What is our brand hierarchy?



# For the brand work, what is the challenge we're trying to solve?

Make the Garden relevant and accessible to a contemporary audience.

- Encourage personal engagement with the narrative and meaning of the Garden
- Connect Japanese garden ideals and modern life
- Resist over explaining; allow simplicity to speak

→ Align and update the branding and design to reflect the Garden's evolution.

# How does this tie to our audience?

Today, in a fast, complex, and messy world, the need for inspiration and tranquility, connection and understanding is more relevant than ever.

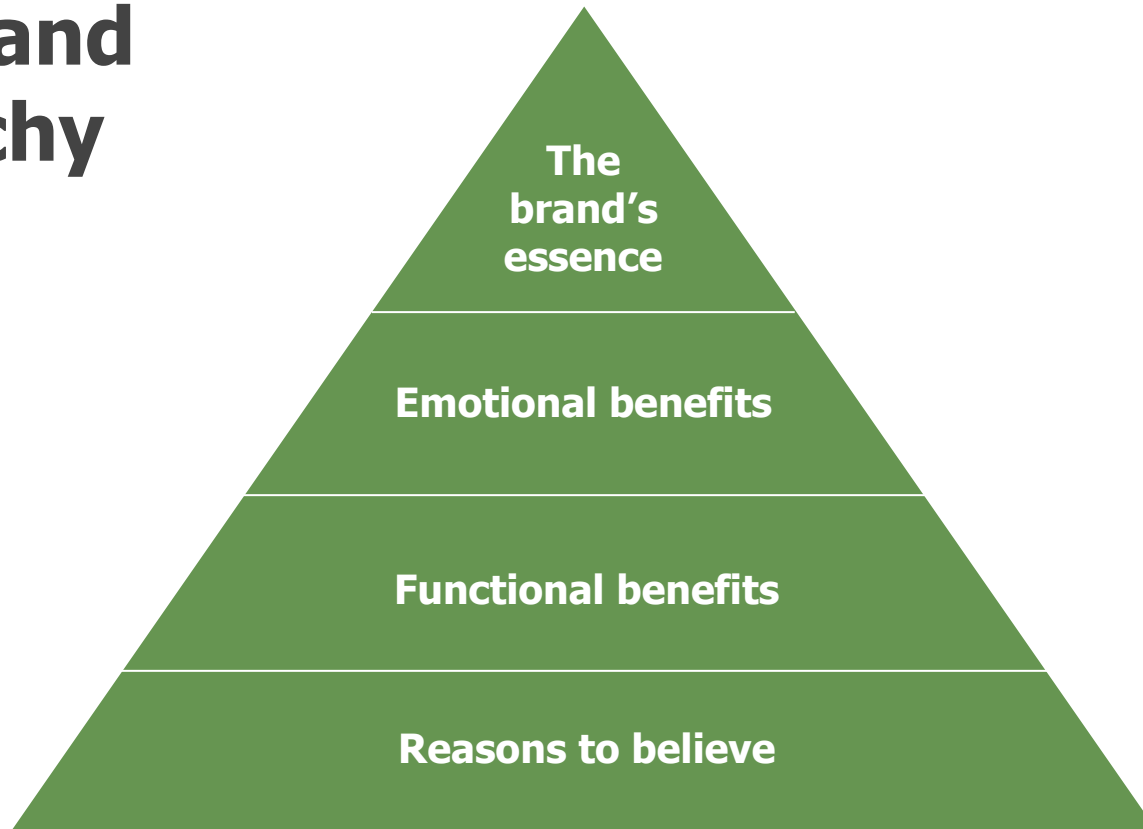
Our hope is that our audiences will find these through the Garden's three ideals:

**1. Art of Craft**

**2. Connection to Nature**

**3. Experience of Peace**

# PJG brand hierarchy





# Reasons to believe: tangible assets as an organization

## 1. An authentic Japanese Garden

- a. Water, Statues, Plants & trees, Sand & stones, rock walls,
- b. Tea House
- c. Pristine maintenance led by a Japanese gardener
- d. Something to be seen in every season

## 2. Authentic, Quality Programming

- a. Classes & Demonstrations
- b. Art Exhibitions & Receptions
- c. Celebrations of Traditional Festivals

## 3. The Institute

- a. Workshops
- b. Master Scholars & Practitioners
- c. Seminars

## 4. Cultural Crossing Additions

- a. Tea Cafe Experience
- b. Japanese Architecture
- c. Japanese Style Uniforms

## 5. Staff - all focused on *omotenashi*

# Functional benefits: what is the tangible experience?

1. I see things from another culture
2. I am continually encountering new things from the Garden ++
3. Lower negative physical responses (e.g., lower blood pressure, stress hormones, etc)
4. Higher positive physical responses (e.g., increased immune system, increased memory, etc)
5. I'm being present and intentional with technology, using it to focus in the moment (vs. being distracted by it)
6. There's less noise here
7. I'm supporting a local mainstay of Portland
8. I stay connected to the seasons

# **The emotional benefits: what is the satisfaction that comes from the experience?**

1. I'm taking care of myself
2. I'm less amped & in a better state to take on life
3. I walk away feeling better
4. I'm feeding my brain
5. I'm part of a larger community making a positive impact
6. Here's a place that inspires me to do more
7. I am a small part of something much bigger - personal awareness, humility



**Our essence:**

**Portland Japanese Garden  
makes room for another  
way of being in the world.**



# Overall tone

The tone should be one that's welcoming and breaks down barriers. It needs to be **INVITING, HUMBLE, CLEAR, UNDERSTATED AND CONSISTENT**. It should not be **OPINIONATED, STUFFY, OVERTLY CLEVER, OR TOO EARNEST**.

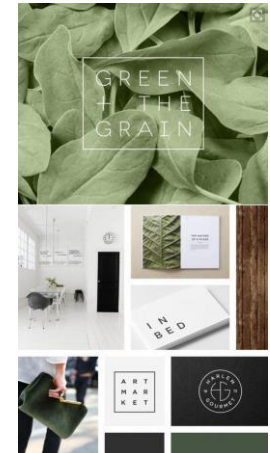
The Overall Tone presents itself **SIMPLY, BUT BEAUTIFULLY; SPARE, BUT ELEGANT**.

- Personal, yet not artificial or forced
- Timeless, yet contemporary
- Quiet, yet confident
- Elegant, yet unaffected
- Poetic, yet accessible
- Artistic, yet practical

# Design direction: delivering the essence

**SIMPLY, BUT BEAUTIFUL; SPARE, BUT ELEGANT.**

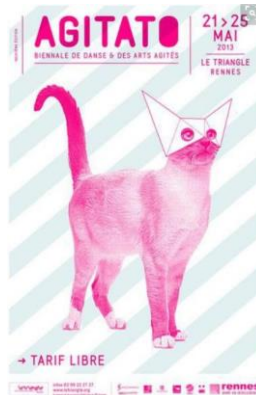
We should avoid too much visual opinion. Layouts should be clean, clear and uncluttered, with necessary information presented in a natural hierarchy. Balance between images, white space and text should give the audience breathing room for a personal experience. Photography should rule with text in support.





# Design direction: *not* delivering the essence

When design is more heavy-handed, it creates a strong opinion and persuades the audience to take its point of view. Busy, aggressive, complicated design tends to narrate a message rather than let the audience experience their own version of it. Cluttered layouts don't let the mind and eyes relax. Showing a Garden image with too much text on and around it will lead the audience away from their own experience of the image. Garden illustrations have a strong opinion and should likely be avoided.



*And then we ran out of money*

But that was ok.



With our truth and guidelines, we could make intentional decisions

FROM THIS



FOUR SEASONS • FIVE SENSES  
ONE EXTRAORDINARY EXPERIENCE

With our truth and guidelines, we could make intentional decisions

FROM THIS



FOUR SEASONS • FIVE SENSES  
ONE EXTRAORDINARY EXPERIENCE

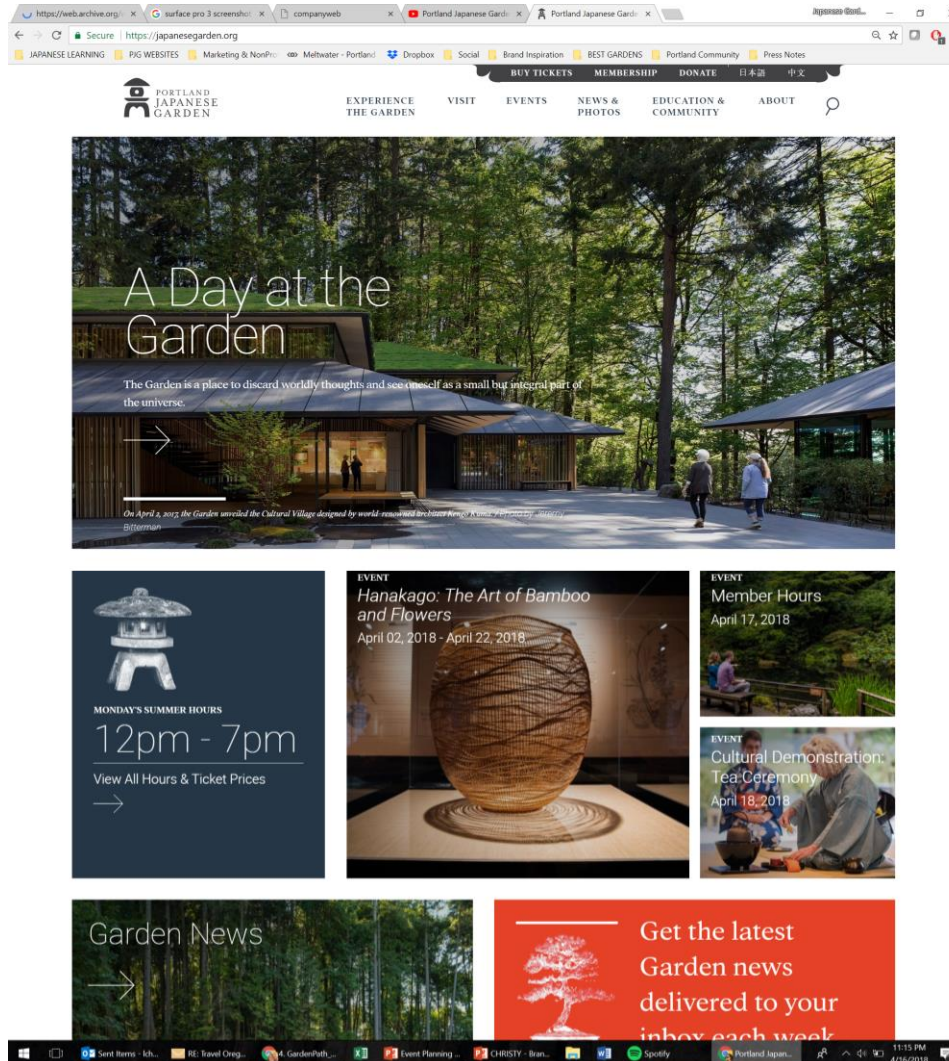
TO THIS



## FROM THIS

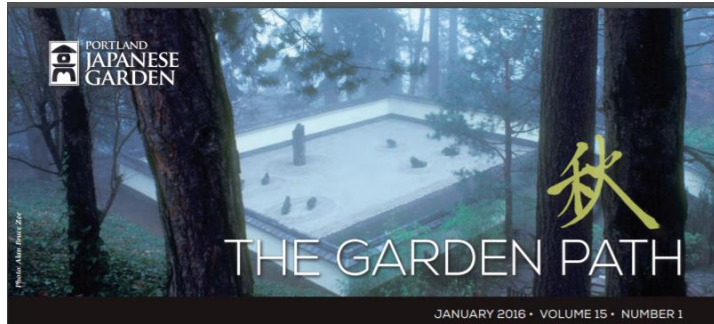
<https://web.archive.org/web/20160305131618/http://japanesegarden.org/>

# TO THIS





# FROM THIS



## NEW YEAR, NEW CONNECTIONS AND OPPORTUNITIES

### A Note from Board President Cathy Rudd



Happy New Year! We begin this exciting new year looking forward to what 2016 holds. As you know, the Garden is in the midst of an historic transformation. Last August, we broke ground on the new Cultural Crossing expansion, and I got to witness what the Garden and its many supporters are really capable of. It inspired me to see how Trustees, Members, and the Portland and Japanese communities came together to initiate this once-in-a-lifetime event. As 2016 unfolds, we'll see the expansion's new buildings and landscapes—and the Garden's future—emerging before our eyes.

The Garden's changes will, most obviously, be visual. But it's also transforming within. Although the five garden spaces we all know and love won't change in any way, the Garden's connection to Japan has deepened and strengthened in recent years, due largely in part to the efforts of CEO Steve Bloom, the Arlene Schmitzer Curator of Culture, Art and Education Diane Dunston, and Garden Curator Sakafumi Uchiyama. Through relationships built and a newly established international advisory board, our leaders have spearheaded the effort to elevate our beautiful garden to international prominence.

A great example of this is the Garden's recent participation in a Yabusame Ritual in Kamakura, Japan. Steve was honored with the Grand Marshall "Shogun" role, reenacting the original Shogun Minamoto no Yoritomo. As Garden CEO, Steve was invited to be part of the ceremony by leaders of the Tsurugaoka Hachimangu shrine. This is the same shrine that performed the Mikagura dance here in July 2014 and blessed the Garden's Cultural Crossing groundbreaking ceremony last August. The Tsurugaoka Hachimangu shrine is one of the oldest in Japan, and deeply honored the Portland Japanese Garden by asking Steve to take part in Yabusame. Steve is the first foreigner ever invited for this

prominent role in the shrine's ritual, which has been conducted for 830 years. His involvement is a testament to the high regard this venerable shrine has for the Portland Japanese Garden, and indicates the Garden's position as an international Japanese cultural organization.

I know the Garden is positioned to have a very happy, healthy, and prosperous 2016. Please join me in saying *otsukaresama desu* to our continued success in the new year!



FOUR SEASONS • FIVE SENSES • ONE EXTRAORDINARY EXPERIENCE

# TO THIS

