

# cue

QUARTERLY MAGAZINE FROM 1HQ

**BREAK  
THE RULES**



# Contributors



## Andy Kirk

### DESIGN STRATEGY DIRECTOR

Andy has built and guided creative strategies for global FMCG brands including Lipton and Hellmann's for Unilever and Tuborg and Super Bock for Carlsberg. He created Somersby Cider and KP Space Raiders and was co-founder of Tynan D'Arcy and Nineyards. He is an active advocate for brand personality, identifying what it is, what it means and translating it into real character so that brands come to life with a story worth hearing and seeing. Andy is a writer, author and lecturer in Brand Strategy.



## Lauren Tutssel

### CREATIVE DIRECTOR

Lauren has a wealth of experience in branding and packaging design having worked at some of London's leading consultancies with a wide range of UK, European and global clients including Unilever, LVMH Belvedere, Penderyn, Diageo, SAB Miller, Tesco and Philip Morris. In her spare time Lauren loves making hats. They cause quite a stir at Ascot Ladies Day each year and with each new creation she tries to outdo herself. Lauren brings insatiable curiosity to her work, always seeking out inspiration to spark ideas and following those ideas wherever they will take her.



## Kate Zilio

### CLIENT DIRECTOR

Kate has over 10 years' experience in leading strategic brand and design initiatives, in both the UK and US. She has worked with a wide range of brands, from dog food to diamonds, ice cream to iced tea and household to healthcare. Her passion lies in uncovering how to add value at every touchpoint to drive relationships forward, ensuring clients receive the best possible agency experience.

## Karen Cole

### CREATIVE DIRECTOR, SINGAPORE

Karen has spent the last 9 years in both Singapore and Shanghai working for clients such as Heineken, Unilever and Kraft Heinz maximising a global reach across China, Thailand, India, Vietnam, Myanmar and Indonesia. As Singapore continues to firmly establish credentials as the design capital of Asia, Karen is determined to put 1HQ on the map creatively, as well as support future design talent in the region.



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## NO FEAR. HOW CHALLENGER BRANDS ARE BREAKING THE RULES

New brands mean business.







**Kate Zilio**  
CLIENT DIRECTOR

It's a shared understanding across both agency and client worlds, that the key to successful partnerships is based on strong relationships. In work, as in love, people invest a huge amount of energy and passion in creating and nurturing these bonds. It's all about collaborating towards a common goal of improving a brand, business, or benefit for consumers.

As agencies and clients enter the dating field, are there a set of rules that will help win over hearts, as well as minds? In the spirit of relationships and investigating what could make them even stronger, we asked some of our clients at **Tesco**, **Pukka Pies**, **Nestle** and **Geary's Independent Bakery**, how they felt about these partnerships. We asked them to be honest and draw on their experience with multiple agencies, to really understand what makes a perfect match. >>>



MAKING  
YOUR  
MATCH

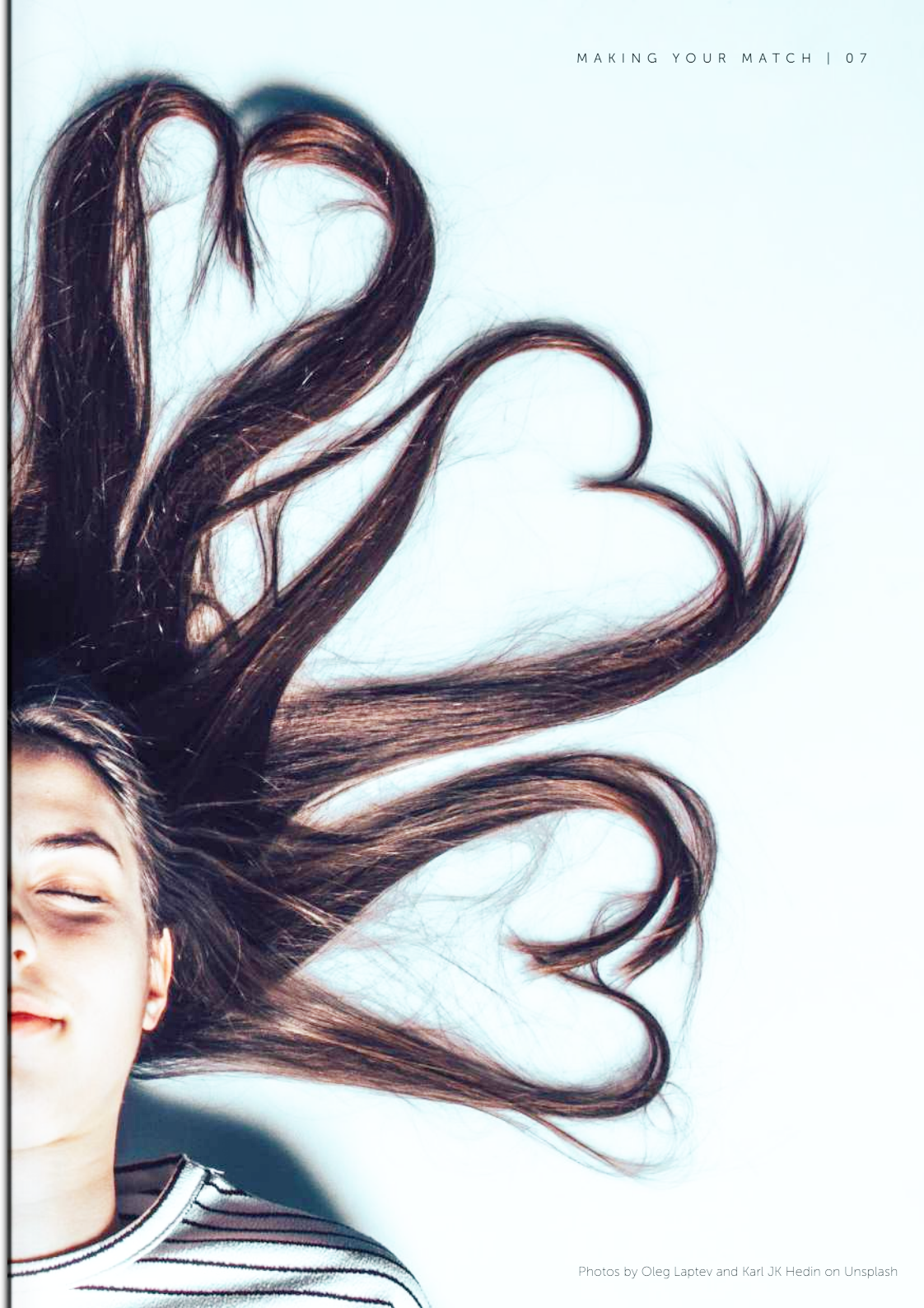
# >>> Did my heart love til now?

## HOW AGENCIES ADD VALUE

“ I HAVE NO IDEA WHAT MY CHALLENGE WILL BE FROM ONE DAY TO THE NEXT AND I NEED TO RELY ON AGENCIES TO BE FLEXIBLE.”

Agencies often start out with the best intentions of running a project like clockwork, ensuring that timing plans, critical paths, studio resources and schedules perfectly sync up. But life rarely works out like that. Agencies need to truly live and breathe flexibility and this means more than just being responsive. It's about having a deeper understanding of the client's process and environment to better understand and accommodate the unplanned and offer a true level of agility in their partnerships. Clients see this as a huge way to add value (and be on the fast track to love!).

In an effort to keep the peace, agencies can fall into the trap of simply nodding their heads. However, client and agency partnerships need to be based on mutual trust and respect that allows for healthy debate. Teams shouldn't be afraid to speak up, challenge a brief and moderate a discussion that ultimately leads to better outcomes. Agencies and clients should continually challenge each other to push the boundaries and find new ways to innovate and inspire. After all, it's when sparks fly that magic starts to happen. >>>





# »» The path to true love never runs straight

WHAT CAN AGENCIES FORGET?

Design, Strategy and Insight need to be grounded in a solid understanding of the brand's target and, at every point along the journey, consumers should be top-of-mind. Agencies need to remember when presenting work, that while their expertise is valued their own preferences may need to be parked at the door. While beautiful graphic design is important, the focus should be providing a strong rationale as to why the work is going to connect with consumers to deliver incredible market results.

“

GOOD CREATIVE IS ONLY A SINGLE FACET OF A COMPLEX APPROVAL PROCESS”

“

AGENCIES REALLY NEED TO GET UNDER THE SKIN OF THE TARGET, RATHER THAN PLACING THEIR OWN FRAME OF REFERENCE IN A CREATIVE RESPONSE”

Clients expect their agency partners to be top of their game, and consistently deliver first class creativity and strategic thinking. However, an amazing presentation is far from “you had me at hello”. Marketers have hugely varied roles, and need to champion creative work across many different internal departments. Agencies need to ensure they understand the stakeholders involved and their business objectives, to enable them to sell their thinking with a commercial and consumer focus. >>>

## »» Together forever

### BUILDING A FUTURE


“ I WANT AGENCIES TO CONTINUALLY EDUCATE ME TO BE A BETTER MARKETER AND STRETCH MY THINKING ”

It can take years (or a lifetime) to find a relationship that is perfect for you. But in the client/agency world, teams often need to leap from first date to marriage vows when they commit to a brand partnership together. So, how do you build that rapport and keep the fire alive? Fundamentally, agencies and clients need to seamlessly feel like part of the same team – not a supplier relationship who waits to be managed. Collaboration needs to be free-flowing and inspiring to really add value above and beyond a brief.

It seems like there are rules to play by, but maybe these are also made to be broken. After all, all is fair in love and war! How can agencies reinvent the rules of engagement and set the standards even higher for their clients and themselves? Regardless of role or position, if we collaborate to explore different perspectives and challenge each other to drive deeper thinking, we can grow as people. Then we can not only fall in love, but enjoy truly rewarding relationships. ●





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**Andy Kirk**  
DESIGN STRATEGY DIRECTOR

# Not playing the game

A CHEAT'S GUIDE TO BRANDING

I remember getting together with friends to play a new game. Half-way through I'd made a killer move and someone piped up, *"But you can't do that, it says in the rules"*. Or, the time I was about to break the bank they turned to me and said, *"Oh, we always play the, 'throw-a-five-get-paid-\$50-million-dollars-if-you're-wearing-a-blue-t-shirt rule'"*. And I looked at them, open mouthed as they nodded in agreement and left me broken and penniless, swearing that I'd never hang out with them again.

This illustrates the basic laws of cheating. Read any article about modern marketing or branding and you will see,

*"it's a rapidly changing world", "don't expect branding to stay the same", "a new world requires new ways of thinking", "there are different rules" and "new ways of working".*

If everything must change, then it's even more important that you know how to cheat. >>>



## 1

## WHAT IS THE 1ST LAW OF CHEATING?

### YOU NEED TO KNOW THE RULES

► Because without rules, you have no idea which ones to bend or break. Knowing how your competitors play their game means you can outwit them. How can you try to challenge them if you don't know your stuff and theirs too?

Keith Weed talks openly about Unilever's need to operate in *"a far more disruptive, agile and responsive environment"* and about being *"more willing to take risks and experiment"*. This is a business giant, learning ways to control its own game by borrowing from start-up culture in order to influence the models that have brought them this far. They are hyper-aware that change is slow

but essential for survival. This shows that it's not just the Davids, the start-ups like Dollar Shave Club, who understand the rules, it's the players who wrote them in the first place.

Breakthroughs come from unpicking the known rules and seeing new patterns. This type of 'cheating' is about having a few aces up your sleeve, so that you can play the same game but flex it to your own needs. Change drives innovation and, as Keith Weed recognises so well, you can't play the same game, with the same rules, on a field that is constantly changing around you. It makes absolutely no sense to do so.

## WHAT IS THE 2ND LAW OF CHEATING?

### CREATE YOUR OWN RULES

► Some would say that rules are only there to be broken, but honestly, anarchy is far too scary for most businesses to contemplate and they look for safer kinds of revolution. How many genuine rebels and subversives can you name? There are probably only a handful of brave brands ever mentioned in the press (think Uber, BrewDog, Tesla, Monzo). Rivals try to replicate the success of these 'challengers' or 'game changers' by force-fitting selective good bits into what they've been doing for years. If you cherry-pick, you can avoid feeling like you're making drastic changes.

This is called 'Cheating Yourself' and is a very different kind of cheating. Doing just enough, even though something more fundamental is needed, means that when it doesn't work, you can use the "it's unfair, we did our best, but they got there first" response (a bit like me with my blue t-shirt wearing friends). Much better to make your own rules. In fact, to make your own game and put yourself back in control. >>>







It's important to point out that not all of the brave brands are actually that brave. They are also seeing new patterns, piggy-backing on existing thinking, exploiting new technology or colliding old and new to get their place on the playing field. Think of everyone from Amazon to Uber, Airbnb to Netflix – yup, the usual suspects again.

Many purpose-driven brands, like Toms and Patagonia, make it feel like there is a new and bigger game in play. It is actually the same game but with improved transparency and higher principles, because the expectations of the spectators have changed, they demand more clarity in what has previously been hidden from them. Now, it's as if everyone understands the off-side rule, so you can't claim that you're ignorant of it. 'Purpose driven' can often be the fudging of an issue to keep up appearances, whereas genuine, higher purpose brands confidently own their own game.

## “NEW RULES SHOULD BREAK OLD WAYS OF THINKING”

New rules should break old ways of thinking, not be a prop to help you carry on with the same old game. This means that the biggest 'cheat' isn't always about a change of game or changing the world around you, it's about change itself. And to make a difference, you have to start at home. David Hieatt, inspirational co-founder of Hiut Denim and the Do Lectures, says that, *"breakthrough is not one*

*moment. It is a set of new tools. It is a set of new habits"*. This type of thinking champions new attitudes, new mindsets and shifts towards improved thinking and doing.

Change is difficult and often uncomfortable. Self-help for brands is an even harder concept for well-established businesses, but it's an approach that can help a brand that is straightjacketed by the rules of its category. If radical, earth shattering change is perceived as too risky and too expensive to implement, then the business itself needs to be 'cheated' into remaking itself. You can always test the water. As Hieatt says, *"Change a little. Change a lot."*

You don't need to be 'a maverick' to be a good cheat, or a business subversive either. You don't even need to be a rebel. However, cheaters need to be creative, to be able to rethink problems, or to find partners who can help them see things in a different way. The resulting 'cheats' could simply give you the home advantage.

If the game going on around you doesn't suit you, make up a totally new one. Like Quidditch, only better. Write your own rules, not just the rules of your category. Buy the blue t-shirt. After all, the world won't know that you're a game changer until you change the game. So, start cheating today. And learn to cheat well. ●

Andy Kirk has learned to cheat at Trivial Pursuit and Subbuteo. He spends his time creating life hacks for brands.

Photo by Brandon Nelson on Unsplash



# London

no 1

## DRAUGHTS

LONDON HACKNEY: ARCH 337, ACTON MEWS, E8 4EA  
LONDON WATERLOO: ARCH 16, LEAKE ST, SE1 7NN

Draughts has created a hub for all things board gaming; playing, teaching and designing. After a successful Kickstarter campaign, you can now choose from over 800 board games to play at leisure with a range of local craft beers, ales, ciders and wines. Stickler for the rules? With your £5 entry, you will have access to a 'game guru' who will back you up when you call cheat on your fellow players.

no 2

## NEWCOMER WINES

5 DALSTON LANE, E8 3DF

Newcomer wines is a neighbourhood wine shop and bar who change their glass selection daily, dependant on what they feel like pouring and what you feel like drinking. Having started in a tiny shop in Shoreditch selling a curated selection of eclectic Austrian wines, they have now expanded horizons to include underrepresented winemaking countries. They celebrate some of the oldest wine growing regions in Europe, specialising in artisan wines from sustainable practices.

# New York

no 3

## COLOR FACTORY

251 SPRING STREET, NY 10013

Pop ups are raising their game. The Color Factory is a collaborative interactive exhibit over 20,000 square feet, with participatory installations of colours collected from around the city that invite curiosity, discovery, play and the perfect Insta shot. Artists, creatives, designers and makers have teamed up to tell us their unique colour stories. Engaging your senses in unexpected ways, you will walk through rooms that encourage visitors to pop balloons, get on the dance floor and find your true colour through a giant flow chart.

no 4

## PUFFS

NEW WORLD STAGES, 340 WEST 50TH STREET

This new comedy is a triumph for the anti-hero. Championing the somewhat less famous classmates at a certain School of Witchcraft and Wizardry, Puffs takes an alternative look at a familiar adventure from the perspective of three potential heroes. The play proves Hufflepuffs matter too when a group of well-meaning, loyal outsiders take you on an epic journey. A hilariously heartfelt theatre performance suitable for 13+ and anyone who knows what a sorting hat is.

# What's going on?

Stay inspired and up to date

LONDON, NEW YORK, AMSTERDAM, SINGAPORE



Photos by Keagan Henman and Alex Litvin on Unsplash

## Amsterdam

no 5

### OEDIPUS

GEDEMPT HAMERKANAAL 85, 1021 KP

Founded by four friends in Amsterdam, Oedipus is fun, energetic and doing things differently in the world of brewing. Experimenting with fantastical creations to add the magic back into beer, playing with colours and extraordinary ideas. With a brewery and taproom in Amsterdam-Noord, Oedipus invites you to drop by every Thursday through to Sunday to try their freshest brews.

no 6

### THE AMSTERDAM CATACOMBS

HAARLEMMERSTRAAT 124-126, 1013 EX

An escape room with a twist. Logic Locks have worked with numerous local artists and combined learnings from escape room design, environmental storytelling and social psychology to bring you an interactive horror adventure in the catacombs of an iconic Church, The Posthoornkerk. Take on the character of a brave investigator, face your fears and explore the dark secrets and evil that lurks underground.

## Singapore

no 7

### THE PROJECTOR

GOLDEN MILE TOWER, 6001 BEACH ROAD

The Projector is hidden away in the Golden Mile Tower and has given a new lease of life to two cinema halls of the historic Golden Theatre, becoming a fully refurbished and hipster-certified hangout. This independent cinema and creative platform will spoil film enthusiasts with a choice of specially curated programmes showcasing indie, cult favourites, classics, arthouse and more. Not afraid to show controversial films, The Projector has found success and a loyal following among the arts community in Singapore.

no 8

### VIRTUAL ROOM

LEVEL B3, LUCKY CHINATOWN, 211 NEW BRIDGE ROAD

Virtual Room offers an unparalleled experience that aims to re-define how we experience VR. Working together as a team across a 45-minute session, you will be tasked with a mission that takes place in a realistic virtual world. Each player will need to communicate with other players, walk around to find objects and collaborate together to solve puzzles to win the game.





**Karen Cole**

CREATIVE DIRECTOR, SINGAPORE

Asian markets prove more complex when it comes to accepting change and embracing social and cultural conventions. After all, Asia is such a mosaic of cultures.

Challenger brands who act alternatively can often fail to resonate amongst many Asian consumers as most market forces dictate the degree to which a brand can behave like a challenger.

The Japanese have a popular saying *"the nail that sticks up gets hammered down"*. They are constantly reminded of this. Act like other people. Refrain from showing off. Conform. Follow. Do as you are told. This provides a strong dichotomy to the ethos of up and coming challenger brands with their rebellious spirit. Culturally, they go against the norm.

In China, in the interest of time and money, brands prefer to take on the 'me too' approach rather than create challenger brands. There is a big emphasis on being the same and copycat strategies are how brands are built. In the majority of segments, a serious level of investment would be needed to start behaving like a challenger.

Investment must be used in the right way if we are to start to see more challenger brands breaking through in Asia as society becomes more open to change. With tradition a big part of Asian culture, brands will not succeed if they strive to simply replicate a Western model.

We are seeing an increase in local FMCG brand champions, raising their game to introduce a new level of competition and winning key categories by using their local knowledge and low-cost positions. Western agencies and brands must start to bend their rules to truly understand cultural nuances to think globally, but more importantly act locally in order to make impact.

But how can brands remain consistent globally and stay competitive against local 'me too' brands that make the same claims and try to out manoeuvre at every turn?

The answer? With 1HQ expanding into Singapore, we are working with brands to maximise their premium credentials and start to understand the importance of having the speed and agility to adapt, innovate and communicate to local markets.

Singapore's innovation ecosystem, welcoming dynamic start-ups, has a strong commitment to R&D, providing the right environment to empower business to take risks without being hampered by too many rules. This too may allude to a shift in the way both big and small brands start to behave in the market. With Singapore coined the 'Global Hub for Innovation' by Forbes, we may see more rules starting to bend and break, especially as brands fight to stay relevant amid the digital revolution. ●

“A MOSAIC OF CULTURES”

# An alternative perspective

THE RISE OF DYNAMIC BRANDS IN ASIA.

“THINK GLOBALLY, ACT LOCALLY”





Photo courtesy of BrewDog

# No fear

HOW CHALLENGER BRANDS  
ARE BREAKING THE RULES



**Lauren Tutssel**  
CREATIVE DIRECTOR

Mad Men's very first scene has Don Draper sitting in a restaurant booth surrounded by smoke and other 'Mad Men' who make their living selling American dreams. As he scribbles pitches for Lucky Strike on a napkin, he grills a waiter about his favourite cigarette brand. Marvelling at the man's seemingly unshakable loyalty, Don orders another drink, 'Old Fashioned.'

So, what has changed?

We are all familiar with challenger brands breaking the rules and doing things differently. With a massive gift for self-promotion, founders of BrewDog James Watt and Martin Dickie got their "punk self-styled" brewery off the ground by criticising their own product, an 18% Tokyo Imperial stout. In a letter to the drinks industry watch dog, The

Portman Group, Watt complained that it was irresponsible of the Scottish Brewer to create and sell a beer that was so strong and the product was banned from bars and shops. The result? People took notice!

Their self-styled stunts have included driving a tank down Camden High Street, dropping stuffed cats from a helicopter onto the city of London and projecting the founders' naked images onto the Houses of Parliament. Describing itself as a "post-punk apocalyptic mother f\*\*\*\*r of a craft brewery" BrewDog, having started in a garage, now has a market valuation of £1bn. >>>



John Hegarty, the creative genius behind advertising agency BBH (Bartle, Bogle, Hegarty) broke all the rules and created award winning, memorable and highly successful campaigns such as Levi's 'launderette,' Lynx 'getting pressed,' and Audi 'Vorsprung Durch Technik.' Their Johnnie Walker commercial, 'The man who walked around the world,' started out as a brief to create a PowerPoint presentation to staff. It became one of the most famous commercials, because BBH broke the rules, challenged the brief and stood fast with the client to do things differently. Incidentally, what was initially a small PowerPoint budget, became a substantial campaign budget because the client Diageo, realised the opportunity for change.

John Hegarty, believes there has been a loss of faith in large companies. This led him to create 'The Garage', a London based incubator company, to invest and nurture start-ups, disrupting the current business model.

A new generation of challenger businesses have started to disrupt the status quo and make a greater connection with consumers. Big brands are starting to feel the threat of smaller, challenger brands who are forcing people to sit up and take notice. Virgin took note and began to understand that the business world of old had radically changed, through new technology, consumer attitude and acceptance. Virgin commissioned a redesign in order to look more FMCG than their competitors' corporate style and the consumers came flocking. It was fresh, it was different, it was challenging. This forced many airlines to change, not only the way they looked, but more importantly the way they behaved.

This phenomenon is happening in every sector. In banking, First Direct started a new look and feel and then internet banking changed the game plan. Metro Bank no longer symbolises the security of gothic columns on the high street but is more accessible like Topshop or Apple.

Deliveroo is any culture food on the go, anytime, anywhere. Uber allows us freedom at affordable prices and Amazon is anything for anyone delivered to your front door. Netflix is challenging cinemas, albeit screen size and Tesla cars are literally allowing us to plug into new technology.

The way in which challenger brands position themselves within the market has altered perceptions across multiple industries. Even design agencies are noticing a shift as clients start to see past the 'big dogs' to smaller, more strategically agile and creative agencies. Smaller agencies also have the benefit of working collaboratively with other companies, pulling resource, talent and ideas that clients may not otherwise have benefited from.

Just like the leap of faith banks took to offer services online, agencies, brands and clients must now trust each other and believe in an alternative way of solving problems.



“IT'S NOT BY  
BEING REACTIVE,  
BUT BY BEING  
PROACTIVE”

As an agency we do not wait for clients to come to us, just to steer them through their brand building exercise, but instead work in partnership with them to build for the unforeseeable future. It's not by being reactive, but by being proactive that clients will embrace change and be fit for purpose for the future.

Understanding a client's strategy, vision and ambition is one thing, but creative consultancies need to be integral to a company and work with them in steering them through the challenges they will inevitably face. We not only deliver great strategic and creative work to a brief, but challenge the very essence of a brief and encourage our clients to sit up and take note of how challenger brands mean business, and they should too. ●

**“The greatest  
crimes in the  
world are not  
committed by  
people breaking  
the rules, but by  
people following  
the rules”**

BANKSY





# Top 5

## BRANDS TO WATCH

nº 1

### TONY'S CHOCOLONELY

Tony's Chocolonely recently overtook Milka as the Netherlands' leading chocolate brand. Investigative journalist Teun (Tony) van de Keuken started the brand in 2005 after his exploration of the use of child slavery within the cocoa industry, finding that big confectionery multinationals were all talk, no action. With a clear mission, the brand wants to make 100% slave-free the norm in chocolate producing. Tony's Chocolonely is due to launch in the UK early 2019.

nº 2

### REVOLUT

Move over Monzo, Revolut is making waves across the banking industry offering an alternative experience designed for global lifestyles. Holding different currencies simultaneously and allowing users to buy cryptocurrencies, Revolut are continuously building innovative features. They state they are 'better than your bank account' but still have a way to go to build complete trust with consumers.

nº 3

### TENZING

Tenzing is a natural energy beverage developed by former Red Bull marketing boss. Challenging the synthetic energy drink king, this product is disrupting the market, unburdened by history, tradition and sugar tax. Inspired by the Sherpa people, the drink is named in honour of Sherpa Tenzing Norgay, one of the first two men to scale Mount Everest. The product, powered by natural ingredients from mother nature, dedicates 5% of its profits back to environmental projects.

nº 4

### BULB

This start-up energy company is promising single energy tariffs for all customers and the use of 100% renewable energy. Bulb's growth has been driven by social media, word of mouth and referral marketing. Making energy simpler, cheaper and greener has won the company 300,000 UK household sign ups in three years, including less than happy customers from incumbents such as British Gas and E.ON.

nº 5

### GLOSSIER

'Into The Gloss' blogger Emily Weiss champions the fact that beauty isn't made in a boardroom and promotes that personal choice is the most important decision a brand can make. Glossier turns to customers for ideas, creating a people-powered ecosystem with a down to earth approach. With a waiting list of 10,000+ people for a relatively small collection, Glossier has become an influential cosmetics brand, loved by social-media influencers.



# Building brilliant brands One Hard Question at a time.

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