

cue

QUARTERLY MAGAZINE

JUST
DID
IT.

The Entrepreneurs Edition

THQ
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11

ENTREPRENEUR

What's the word?

The word *entrepreneur*, borrowed from the French verb 'entreprendre' (to undertake), has been around for over two hundred years. But its meaning and use has evolved over time.

It's often reported that the French economist Jean-Baptiste Say first coined the term 'entrepreneur'. His Treatise on Political Economy, written in 1800, identified a group of people in

business categorised by their ability to move economic resources from areas of low to areas of high productivity and yield. In other words, to spin straw into gold. Other sources suggest it was another economist, Richard Cantillon, writing almost 50 years earlier than Say, that got there first. Whoever gets the credit, Cantillon made an important contribution to our understanding of the term by dividing society into two

groups – those who earn fixed wages, and those whose income is uncertain. This latter group he described as being prepared to pay the cost of production without knowing what the return will be – and hence introducing the idea of the entrepreneur as risk taker.

But it was in the latter part of the 20th Century that the use of the term really took off – and acquired a fresh layer of

meaning; that of the entrepreneur's role as a creative free spirit, with the power to transform society. Today, from the 'serial entrepreneurs' of the Apprentice boardroom to the heroes of the Dragon's Den, the word is firmly established in popular culture – and a new generation entering the work place regard becoming an entrepreneur as a career choice in its own right. **Q**

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Karen Cole

Managing Creative Director
1HQ SG

Karen has spent the last 11 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.



Andy Kirk

Design Strategy Director
1HQ UK

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.



Claudette Munroe

Account Director
1HQ UK

Claudette has been with 1HQ for 8 years and has a wealth of experience working with many FMCG brands at a global level. She believes in future facing strategic rigour and high quality creativity to deliver commercial success. She is a true advocate for the challenger brand and has a proven track record in delivering game changing results for her clients.



Andrew Collins

Chief Strategy Officer
1HQ UK

After an early career as a client-side marketer, Andrew's agency experience has focussed on positioning, innovation and design for FMCG businesses and brands. Amongst the challenges faced have been the evolution and adaptation of heritage brands to changing markets and consumer tastes, as well as the demands on global brands to accommodate local nuances and needs.

Contributors



Mike Webster

Director of 3D Structure & Experience
1HQ UK

Mike is an award-winning industrial designer with a wealth of knowledge and expertise in design and innovation across FMCG, consumer electronics, retail and transportation. Mike's team at 1HQ fuses brand and industrial design expertise to bring brands to life through physical products and packaging, create innovative product and retail experiences, and shape sustainable futures.



David Gray

Managing Director
1HQ Creative Leap

Passionate about brand and business strategy, David has worked across corporate, product and service brand positioning and communication strategies within categories including healthcare, professional and financial services, beverages, telecommunications, commodities and automotive.

With a background in international branding and design consultancy, David founded Creative Leap, an award-winning, specialist OTC healthcare and wellbeing-focused communications consultancy.



Jules Goodair

Managing Director
1HQ NL

Jules has collaborated with some of the biggest brands in the retail and FMCG world. Having worked with Wall's, Birds Eye, Dove and Asda, she understands the full strategic approach to branding and the importance of fully addressing customer and consumer needs. Currently working in a global role at 1HQ she brings insights and learnings from around the world to grow and develop knowledge in order to be one step ahead of the competitive set.



Ben Glotzer

Creative Director
1HQ USA

Ben is an award-winning creative director specialising in FMCG product innovation and design for both the world's leading brands and start-ups, national and retailer owned brands.

With over 20 years' experience, Ben has created a diverse range of branding initiatives for categories including food & beverage, spirits, personal care, beauty, pharmaceutical and pet care. Having built and lead premier design studios, Ben has worked with the likes of Bacardi, Nike, Under Armor, Unilever, Kraft Heinz and Mars USA, helping to build brands through purpose driven design and verbal communication.



NO GUTS
NO GLORY



Andrew Collins

Chief Strategy Officer - 1HQ UK

As we approach the end of an extraordinary year, this edition of Cue looks to accentuate the positive. With the **ENTREPRENEURS EDITION**, we set out to celebrate stories of dedication, tenacity, creativity and purpose – and a group of people who have followed their passions to create flourishing new brands and businesses.

While 1HQ works with some of the world's biggest names in consumer goods, every one of our global studios is equally committed to, and inspired, by its rising stars. We've showcased four of these here. They represent different regions, different product categories and different personal journeys but common themes emerge from these conversations.

First, it takes guts and a willingness to embrace risk – and that's true whether you're starting out on your working life; making a switch from one venture to another; or leaving behind a relatively

more comfortable corporate career to strike out on your own. This, in turn, leads to a related theme: entrepreneurs are defined less by a particular background, experience or life stage and more by their common commitment to an idea. These ideas can take spring from different start-points – spotting a gap in a market, an unmet need, or simply by finding a way to do something better than it's been done before. Wherever the inspiration may spring from, it's clear that the motivation to pursue that idea to its fulfilment is increasingly driven by a desire to make the world a better place. Doing well by doing good means that value and values go hand-in-hand in a very personal and purposeful labour of love.

Like it has for every business, this year has confronted our entrepreneurs with unforeseen challenges. However, it has also demonstrated some of their fundamental strengths: flexibility, agility and the ability to react and adapt to

changing circumstances. With adversity has come opportunity – to acquire new skills, explore new channels and open up new markets. But it's also been a time to re-focus on fundamental connections with consumers, customers and partners – and to nurture the critical relationships that are the foundation of success. It's been gratifying to read the positive words about the part 1HQ has played in these stories but they illustrate a further point: all our entrepreneurs stress the importance of asking for help when you need it – and finding the right people to offer it.

In that spirit, Design Strategy Director, Andy Kirk has put together his top tips, and some wise words, for Start Ups looking to work with a design specialist to create their brand. You'll find it's a practical and, as ever, an entertaining guide to the pleasures and potential pitfalls that go with bringing an idea to life from scratch.

And it's fresh thinking that's at the heart of Mike Webster's vision for the future of lipstick. To reflect a flavour of our own entrepreneurial mind-set, he's imagined a time, perhaps not too far away, when emerging technologies could be harnessed to reinvent a category and breathe new life into a product that's remained virtually unchanged for decades.

To round this edition off, and to serve as a reminder that entrepreneurialism isn't the sole preserve of small and medium size enterprises, David Gray has been in conversation with Torvald de Coverley Veale. He shares fascinating insights into fostering an entrepreneurial spirit inside big business, gained from a long career spent with some of the global giants of consumer goods and retail. **Q**

Enjoy.

Start-up stories

Our global team interview an incredible group of rising stars, who have each taken a different route to reach their end goal. Equipped with an entrepreneurial mind-set, the brains behind the following businesses have overcome pandemic pressures, battled with personal challenges and taken brave risks to develop their new ideas and bring them to life. >>>

➤ LONDON



➤ NEW YORK



➤ AMSTERDAM



➤ SINGAPORE





Claudette Munroe

Account Director - 1HQ UK

> Tanya's Just Real

TANYA LAMBERT is on a mission to not only disrupt the food industry, but also to spearhead mental health awareness in this chaotic world. 1HQ Account Director, Claudette Munroe, found out more about the journey to bring 'Tanya's Just Real' sauces to life.



How did you start your business?

In 2015 I had a breakdown and my eating disorder re-visited me. It was a frightening and guilt ridden 3 months, however, hitting rock bottom inspired me to create a new product. Having fought previous battles with food, I wanted to introduce a new category of fresh healthy convenience sauces, cold pressed to retain the flavour and health benefits of fresh ingredients.

The finished product, 'Tanya's Just Real', is a disruptor brand driven by a just real story. My mission was to do good by leading the movement away from ultra-processed food to just real food, whilst promoting physical, gut and mental health.

What challenges have you faced?

As a working Mum, juggling my parental responsibilities whilst managing a more corporate career was tough. I found myself sacrificing precious time with my children for a job I no longer enjoyed. I started to re-evaluate my life, what was important to me and what I was passionate about.

I wanted to unite these passions in such a way that would somehow make a positive difference to other people who faced the same pressures I do as a working parent. This process led me into the food industry.

It has been a challenge to create a disruptive brand! Although exciting, it certainly comes with trials - finding the right manufacturing partners, understanding product placement, educating the industry and consumers alike. >>>

What have you learnt and what are you looking forward to?

The evolution of the brand has been a learning curve; but each iteration has been meaningful and helped me grow and develop both professionally and personally in relation to my mental health and recovery process. It's been great to work with the team at 1HQ who have guided the process of bringing the latest iteration of the brand to life.

During the pandemic, great brands have provided comfort and support on both a practical and emotional level at a time when most needed. I foresee this as the future of brands – and I am hopeful they will be brands with integrity, positivity and that 'Tanya's Just Real' will be one of them!

What advice would you give to a budding entrepreneur?

Don't rush into a brand, gain consumer insight, listen to others, but always have in mind your purpose and values.

If you can find a co-founder, do it! Do the research, be clear about what your point of difference is. Don't be afraid to ask for help, trust your gut, be prepared for sleepless nights, knock backs, non-believers. Learn to take time out...

How has the last year affected you?

Consumer education is vital, it's been tough this year with Covid-19 postponing events and roadshows. Instead, we've turned our focus to marketing via social media, ad campaigns, and PR. The shopping experience and shopper mindset has dramatically changed, our aim has been to try to get on that shopping list before store entry. It meant a great deal to us to launch all 6 products with Waitrose during Covid-19 as we know, now more than ever, people will benefit from healthy meal preparation made easy. >>>



"ALWAYS HAVE IN MIND YOUR PURPOSE AND VALUES"



"BE CLEAR ABOUT WHAT YOUR POINT OF DIFFERENCE IS"





Ben Glotzer

Creative Director - 1HQ USA

> Bling2o

Ben Glotzer, 1HQ Creative Director, spoke to **MARIA FASANO** and **PALMA REYES**, co-founders of Bling2o, about their second chance journey, the importance of international business growth and how their design team have become trendsetters within the category.



How did you start your business?

As experienced New York wholesale, merchandising and product design experts, we noticed a gap in the market for children's swimwear accessories. We were selling high end swim gear, but there were no goggles available to match the great outfits, so we started to design these for our store.

We believe that life doesn't end at 30 or 40, you get second chances, and this was ours. Our product took off so well that we bravely closed our store and launched Bling2o in 2012. >>>

What challenges have you faced?

MARIA: When you start as a small company there are always going to be growing pains. All of us have well-versed backgrounds and we were able to pitch knowledge where it was needed, however, the biggest challenge came when we had to learn to let go and ask for help. Giving everyone job descriptions and areas of responsibility helped the transition from the three of us doing everything, to creating an international team with partners in the UK and distributors in Dubai, Thailand, Mexico, Amsterdam, Canada, Australia and Italy to name a few!

PALMA: Creating a world-wide community has been so exciting, but it has been a challenge to keep everyone on focused on the common interest, growing as a team but not forgetting who we are.

What have you learnt and what are you looking forward to?

MARIA: Our brand has always been about connection. We've learnt that we need to touch base with customers and have a conversation to show that we are in this together. It's clear that we also need to do this with our internal teams - we are learning to set goals together and help to relieve the stress of everyday life.

PALMA: We're looking forward to creating new connections and sharing special moments with customers, from taking Bling2o to your local pool, to the beach or even playing in a fire hydrant! We are all in this together, with you at any moment, at any time.



What advice would you give to a budding entrepreneur?

MARIA: First you need to figure out what opportunities are in the market, what problem do you want to solve or how do you want to help? Then you need to be honest with yourself, what are/aren't you good at? Then look to build a team around you with common goals, but different opinions.

PALMA: Every day I wake up and realise I love to design, Maria is passionate about her colours and Rebecca is energised to sell all of the cool products we all design and create. You have to have a day of fun; the business can really take over sometimes and can disconnect you from who you want to be. It is so important to stay true to yourself as that is what makes you stand out.

How has the last year affected you?

MARIA: It helped us to slow down, reflect on our business and take a clear look at our existing customers. We always based our business on the act of purposeful fun fashion – it is joyful moments that get you through these hard times.

We have to tap into the same courage we had when we started the business – we've always taken risks. We believe that good things can come from bad times, it may not feel like it right now, but it has taught us valuable skills and lessons, which will help move us ahead in the coming years

PALMA: This year I've really felt that it isn't about us, but instead about what everyone else needs. A lot of our stores need help to survive and we want to let them know that we care. Rebecca called everyone to see how we can help them. It's time to give back and our goal is to help the world be a better, cleaner and more positive place. >>>





Jules Goodair

Managing Director - 1HQ NL

> NextBrush

Jules Goodair, 1HQ Netherlands Managing Director, spoke to **PATRICK KUIJPER** who saw a gap in the oral care market in Europe and created Nextbrush, an environmentally friendly brand of bamboo toothbrushes and inter-dental brushes.

How did you start your business?

I was 17 and had just watched a programme about oral care. They were calculating costs in the Netherlands and I knew I could find a way to help the industry be more environmentally friendly. I noticed that Bamboo toothbrushes weren't being sold in Europe and together with two friends of mine, Max Stam and Jordi Talhout, we started to build the foundations of Nextbrush. The aim was to

make planet friendly oral care accessible so that everyone could contribute to a sustainable future.

I went to the Hogeschool van Amsterdam to study... and party of course. I completed a degree in Finance, but it was really challenging juggling education and starting a business. On top of my degree, I started to study accountancy, but my exams always clashed with business deadlines!

"The aim was to make planet friendly oral care accessible so that everyone could contribute to a sustainable future."



I found myself working on international negotiations and business forecasting for Nextbrush, whilst handing in University papers at 5am. I quit accountancy to focus on managing logistics and producers, ensuring I could meet retailer demands.

It was worth it. We are now saving 250,000 kg of plastic from entering the non-recyclable waste flow of combined plastics and sell the product in over 1,500 stores.

What challenges have you faced?

Starting a business took me on a steep learning curve, I learnt so much on the job about branding, marketing, the cosmetics industry and product development. We had to find out how to do everything by ourselves, without guidance.

Work life balance has also been a challenge – I always think about something I need to do, or a new innovation. It's hard to switch off! >>>



What have you learnt and what are you looking forward to?

In the Covid-19 lockdown we used the time to learn German. The plan is to launch our new brand, Frankly, in Germany which is something I'm really looking forward to. Frankly is a personal care brand with a purpose and uses only regional ingredients. It's also been really interesting to learn about the cultural differences between The Netherlands and Germany, even though we are only a couple of hours away.

What advice would you give to a budding entrepreneur?

When I was 17, I thought that becoming an entrepreneur was an easy way to make money, however, a few years later I now realise it's hard, but rewarding, work! You need discipline - talent helps, but you must have perseverance and drive. This has led me to mentor students and encourage their entrepreneurial behaviours. I'm also on hand to answer their questions, so I can give the type of guidance we didn't have when we started our journey.

I'd also recommend finding companies around you that can help support your vision. Fostering partnerships is so important, which is why we love working with IHQ as they can help bring our brands to life with their creative talent.

How has the last year affected you?

The last year has changed the way we work - some things are faster, but other things have slowed down with stores closing and less footfall. Because of Covid-19, we've broadened our horizons and we are looking to expand into other markets. We've noticed a positive in that people are supporting local entrepreneurs more, and we can see the same trend in France and Germany! >>>





Karen Cole

Managing Creative Director - 1HQ SG

> Little Blossom

GILLIAN CHOO and **KWEK YI JUN**, co-founders of Little Blossom, spoke to Karen Cole, 1HQ Singapore Managing Creative Director about their experience of launching a new business during a pandemic, and how building customer relationships has been key to their success.



Illustration by Nicola B Studio

How did you start your business?

GILLIAN: We've worked together in the food industry for 5 years, but we wanted to start something of our own. We noticed baby food often contained sugar and additives and the organic products were twice the price, so we aimed to make a product that was healthy yet affordable. We wanted to ensure our brand spoke to parents, which is how we came up with the name Little Blossom – for us, the philosophy is that as a parent or a child, we all blossom in our own time.

YI JUN: I used to work on popular SEA kids' brands with high nutritious standards. I wanted to use this best practice as inspiration to create a healthy product. Children acquire their taste when they are young, and I was excited to introduce healthier flavours, like fruits and veggies, to their palate at an early age.

Our idea was actually born from a conversation with Jules, 1HQ Netherlands MD, and Karen, 1HQ Singapore MCD, who

were so supportive of our plans. They were our cheerleaders and once we had a brief, we knew exactly who we wanted to work with. 1HQ have been a huge part of what makes our brand different – people always compliment the packaging which has helped us stand out from our competitors.

What challenges have you faced?

YI JUN: Our biggest challenge has been launching during Covid-19. We started the brand in Oct/Nov 2019 with a plan to launch in April 2020!

It's also been a challenge to change our mindset from working in a corporate company, where we were working on huge global brands, to starting a brand from scratch! It's been very empowering; we've invested a lot of time and effort and it's been so fulfilling to see Little Blossom grow. >>>





Illustration by Nicola B Studio

What have you learnt and what are you looking forward to?

GILLIAN: One of the key things I have learnt is to choose a great business partner, I'm very grateful I get to work with Yi Jun. We've also learnt that the most precious resource is our customers. We've been so lucky to have customers who've been supportive and dropped us lovely messages on Instagram!

YI JUN: We had a pop-up event and a mum came all the way to meet us!

I'm looking forward to growing our product line and introducing Little Blossom to more channels. We have a new exciting partnership programme to work directly with pre-schools, helping to provide our products as a healthier alternative to sugary snacks and cereals. We are also looking forward to expanding into new markets such as Hong Kong and Malaysia.

What advice would you give to a budding entrepreneur?

GILLIAN: Find a good partner to work with! Also, things don't always go to plan so try and see challenges as a blessing in disguise.

YI JUN: Find an idea that you can see yourself working on for the next 5 to 10 years. You've got to be really passionate and committed about what you are working on – it takes a lot of effort to grow a business, it's not always an overnight success.

How has the last year affected you?

YI JUN: We aren't even a year old! We've started to focus on our online strategy, our customers are at home and have become more receptive to buying online. On a personal level, it's been a big contrast going from the corporate world to working on my own business – in the last year we've worked hard to build relationships – parents trust us and that's what makes us a credible brand.

GILLIAN: How we thought our business would be in October, is very different to how it is now. We never thought of our products as gifts, but during Covid-19 we started to partner with other local brands to offer bundles to send to friends!

We also collaborated on a book called 'In Time We Blossom' which features 20 parents' stories of personal growth. They share openly about topics we don't hear about often, like prenatal depression, adoption and growing together as a couple. It gave us a greater appreciation of what it is to be a parent and it's been humbling to delve into their world. **a**



What's going on?

Stay inspired and up to date

LONDON

01 Hawkeye Records

2 Craven Park Rd, Harlesden, London NW10 4AB

London's independent shops make the city what it is – and right now, they need support. Harlesden and the surrounding areas were once a thriving hub for Black music, home of the Planetone recording studio and both Trojan and Jet Star Records. Hawkeye Records in Harlesden is now only one of two record shops left, and a brilliant example of how shops support and sustain local communities. The shop was once a meeting place for the reggae community, but the space still packs a punch, in spite of the challenges the pandemic has brought, and will hopefully be a place to 'hang out and chat music' for a while yet.

02 The Connaught Bar

The Connaught, Carlos Place, London, W1K 2AL

The Connaught, designed by the renowned David Collins, has regained its title and is officially the best bar in the world. The bar itself oozes style and glamour, with atmospheric lighting, textured walls in platinum silver leaf, a tasteful palette and lots of mirrors. The bar evokes English and Irish Cubist art of the 1920s, with a touch of timeless elegance. Behind the bar, mixologists conjure up new concoctions and time-honoured classic cocktails, drawing on form and flavour, past and present. It's an expensive setting for sure, but the Martinis made flamboyantly on a trolley pulled up to your table are worth every penny.

NEW YORK

03 The Notorious RBG

East Village, on the corner of 11th Street and 1st Avenue

The loss of Supreme Court Justice Ruth Bader Ginsburg, a woman who did so much for gender equality, was felt globally. Whilst New York is officially honouring Ginsburg with a statue, creatives across the city have taken a different approach, temporarily changing the 50th St. Subway sign to 'Ruth St.' and adding her signature to Wall Street's Fearless Girl statue. Now, New York-based street artist, 'Elle', has been commissioned to memorialise the beloved jurist in her hometown, by creating a three-story tall, collage mural showing symbols to represent her life, such as Lady Liberty and the Brooklyn Bridge. You won't be able to miss it.

04 Spotlight on Plays

broadwaysbestshows.com

Broadway's Best Shows is a new home for entertaining, engaging content, long form features and exclusive access to Broadway's Best. Since Broadway itself is dark through at least to June 2021, these events promise to be among the best ways for theatre lovers to keep the flame. Proceeds from the series will benefit the Actors Fund and are on a pay-what-you-can scale. The casts are packed with stage and screen stars including Morgan Freeman, Laurie Metcalf, Laura Linney, and Patti LuPonea. The Spring 2021 lineup for Broadway's Best Shows' Spotlight on Plays series is now complete, with three additional works by female playwrights. >>>

AMSTERDAM

05 Plastic Free Amsterdam

H.J.E. Wenckebachweg 144, 1114 AD

Plastic Free Amsterdam has successfully transformed from corner shop to e-comms giant overnight, growing from strength to strength during the pandemic. Their mission is to help support your plastic-free journey and show how easy it is to switch your daily products for a sustainable option. Not only do they source products from sustainable companies and individuals that care and share the same vision, but they also update a regular blog with hints and tips. All orders are shipped with Fietskoeriers, a bicycle courier service, helping to reduce traffic pressure and limit CO2 emissions to a minimum.

06 The Food Bank

voedselbanknederland.nl

Almost 1 million people in the Netherlands live below the poverty line and the pandemic has only added greater uncertainty to those struggling financially. By working with partners such as Albert Heijn, who have organised a collection campaign aimed at hot meals, and over 12,000 volunteers, The Food Bank is helping to provide temporary food aid, whilst increasing the self-reliance of customers and reducing food waste. They also run a Food Bank Culture programme, with the same ethos as The Food Bank, 'what's left is made available free of charge', with numerous theatres and music venues giving away spare seats. Why not see if you could get involved?

SINGAPORE

07 Fort Siloso Skywalk

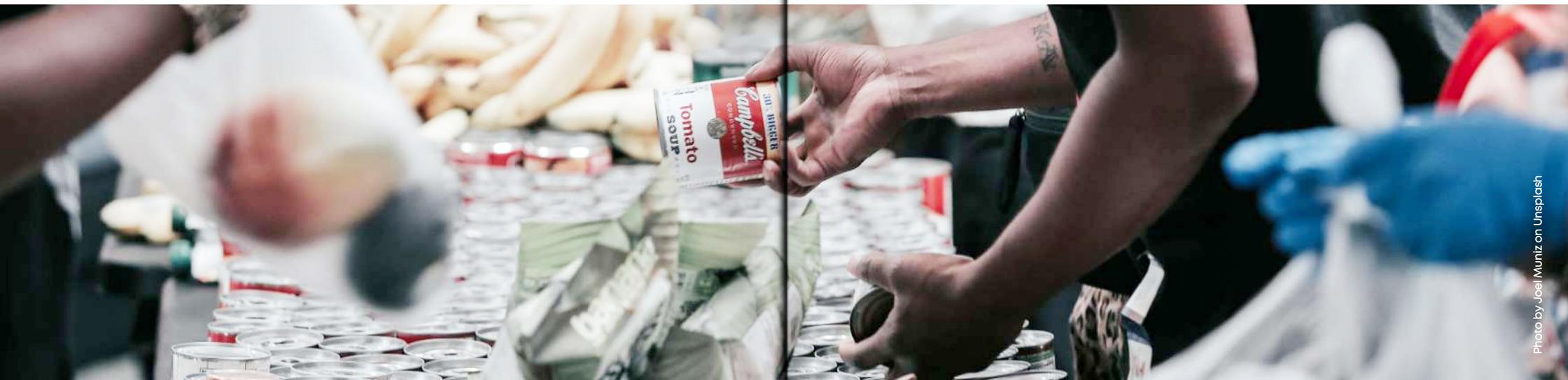
Siloso Rd, Singapore, 099981

You don't have to climb the highest peaks to feel on top of the world, and we could all do with some fresh air and a renewed positive outlook. This 181 meter treetop trail towers 11 storeys above the ground giving visitors a bird's eye view of the historic Fort Siloso. The bridge is characterised by triangulated trusses and columns, designed to mirror the movement of people walking on it. For those with strong stomachs, check out the glass-bottom Viewing Platform that gives the illusion of being 36 meters in the air with nothing below your feet.

08 Airport Glamping

Jewel Changi Airport, Forest Valley or Cloud9 Piazza
Until January

Missed flight or long delay? There was a time when the thought of spending a night at the airport would make your heart sink. Jewel Changi Airport are changing perceptions with their new glamping experience, offering resort-style living surrounded by greenery, with the world's largest indoor waterfall in sight. After enjoying activities, shopping and dining around the airport, guests can retire to the cosy comfort of the tent for a magical sleepover under the stars or in the mystical Shiseido Forest Valley. In the day, the tents are converted to host Instagram worthy glam picnics. **Q**



How creative thinking maximises impact



Andy Kirk

Design Strategy Director - 1HQ UK

The First Rule of ~~Fight Club~~ Start Up Club is: Make Your Mark. Be Different. Be Brazen. Apologise For Nothing.

Easy, right? So how should you think about Design in helping your start up to do that?

Here are 6 ridiculously simple rules for getting the best out of your new brand through engaging with a different view on what Design can, and should, do for you to aid success:

01

Create a brand. Not a logo. Not a pack. Not a website.

Think holistically so that you can be consistent and cohesive in all of the ways you need to communicate. Build assets that you can sweat (your brand personality will help you to gauge what is right and what is wrong). This is all about thinking ahead and futureproofing your brand, rather than using Design as a quick fix.

02

Get the story straight (or whatever shape you want it to be).

Understanding the difference between your values (why you're changing the world) and your personality (who you are and how you do it) is crucial. Your personality will drive how you look and how you speak (See #1). Your values; that you fit into like-minded consumers' world views. So, you need to appreciate the difference between you, your product (service/widget/app/organisation), your brand character (not you personally) and your mission in life and what, how and where you talk about them. Having a fantastic product is great. Having real confidence and clarity to tell the story makes things even better. >>>

03

Invest in quality – even though you're on a shoestring.

Don't buy a length of design (See #1). You don't buy creativity like you buy anything else, you buy skills, relationships, excitement. And thought. You will soon discover that all designers are not created equal. Challenge your designers and let them rise to it, maybe even let them feel like they are on the rollercoaster with you, rather than paid spectators. But do pay them. Design is probably the single most important thing you will invest in after production costs (and you wouldn't dream of cutting corners on those). If you're taking a big gamble, well-considered Design will reduce your risk considerably.

04

Understand your universe.

If your designer can show you the codes of your category or industry, it's much easier to work out how to break or reinvent them. Or, show you how to ride a current trend, if uniqueness isn't your bag.

05

Free your mind.

Give your creativity the freedom to be different and get talked about (remember The First Rule of Start Up Club?). Excite your creatives and they will excite you. And the world. If you haven't aligned with your creatives on #1 and #2 (and maybe #3 and #4), you're going to struggle to get them to match the thing you scribbled on the back of a napkin and you won't be happy with anything they put in front of you.

06

Think ahead (See #1).

You want the famous Good/Cheap/Fast triumvirate, of course you do. But time is the thing that will make all the difference, so think about Design early on in your journey, don't leave it to the last minute. If you can allow a designer more time, they might just think about it in between some better paid stuff and play the long game. Most of them work out a project in hours (so that they can be realistic about thinking time and bringing ideas to life) and if you negotiate away those hours, you start taking the wheels off your brand. Be honest, you don't want to be associated with anything cheap, right?. Unless, of course, you've mutually agreed on a suitable length of design and have cut the cloth accordingly (even if it doesn't kit out your whole wardrobe: See #1).

In summary?

Get a few good brand and design principles that everyone can live by and make it easier for yourself and the partners you work with to talk about and sell your brand. If you can work with your designers to help you do that, it will save you time, effort and heartache and mean that you truly have a brand to reckon with. It will also save you money, because you won't have to reinvent yourself every time you have something designed for you. [a](#)





Mike Webster

Director of 3D Structure & Experience - 1HQ UK

The beauty in a concept

The 1HQ 3D Structure & Experience team fuse brand and industrial design expertise to bring brands to life through physical products and packaging, whilst working to shape sustainable futures.

In Cue 09 we looked at The Fourth Age of Packaging and the shift to fast materiality, mass customisation, smart adaptability and systemised sustainability. Since then, we've been applying some entrepreneurial thinking of our own to create a new product concept that could redefine a category where innovation has been in short supply.

Lipstick has been used as a powerful tool of expression for thousands of years. And while we've come a long way since we stained our lips with berries and clay rust in Ancient Egypt, the functionality, design and manufacture of this product has remained largely the same for many years.

We predict that all this is about to change thanks to the exponential rise in technology. Lipstick has great untapped developmental potential as packaging becomes a smarter enabler of meaningful experiences. This makeup bag staple could make the switch from analogue to digital sooner than we think.

Introducing our latest concept, **moi**. >>>





Infinite colour expressions

Imagine a lipstick that could be a range of bespoke colours to compliment your own skin tones, or a range of shades to match perfectly with your latest online shopping haul. It could be a celebrity endorsed colour palate or a fabric sample that you loved and scanned.

Thanks to inkjet technology, there is real potential to create a colour-changing lipstick with unique effects including fades, gradients and patterns achieved with accurate application. With a Digital Tip, Moi uses 'Drop on Demand' (DOD) technology, containing hundreds of tiny nozzles, each one consisting of a piezoelectric element with an ink-filled chamber. When voltage is applied, the piezoelectric transducer changes shape, generating a pressure pulse in the fluid and forcing a droplet of ink from the nozzle.

Connected beauty

Digital 3D scanning of a consumer's face will create a profile, which combined with DNA and biometric data, will enable product formulations to be tailored to complexion. The data is uploaded straight to their profile with the exact layout of their facial features creating a digital self. We predict this will happen in-store, where there is AR equipment used to analyse skin complexion, eye colour, facial features and even clothing styles, or at home through 'smart mirrors' and similar products.

Colours and patterns created can be named and owned by users. Each time another customer selects that colour or design, they receive likes on their profile and eventually rewards. Consumers can also have virtual consultations with stylists where they can explain their needs and seek advice.

Customised scents and tastes

It's thought that 3D olfactory printers could be used to create new scent molecules one day, to engineer truly individualised scents. This could enable the engineering of 3D printed scents and tastes for lipstick, which would allow for further personalisation options.

Smart application

Consumers are forever seeking brands to help simplify their daily routine. The beauty industry has started to respond by stripping away ultra-complicated skincare processes, providing streamlined solutions focused on practicality. Moi would help to end the era of intricate lipstick application in front of a mirror, saving time and effort. Once your face has been captured digitally, either in store or at home, Moi will know every contour and guide where and when colour is applied with micro precision.

All-in-one lip care

The lipstick of the future won't just give you flawless colour, it will also offer a number of preparatory benefits. Before applying makeup, Moi will exfoliate your lips with an enzymatic gel scrub feature and to prevent 'feathering', you could switch to primer to fill in natural skin crevasses. You will be able to choose from satin, matte or gloss finishes using just one applicator too. >>>

Responsive interaction

Applying lipstick is a ritualised experience, so we have retained the current product semantics and application ergonomics for Moi. Beyond that, the interaction offered is more akin to a consumer electronic product, showcasing a shift to pack 4.0.

Moi is turned on and ready to use once the cap is opened, and like many other smart devices, will likely be controlled through a mixture of haptic and voice input. So, whether you're after a striking matte red or a subtle nude, you'll be able to select the right option by simply applying pressure or speaking.

Mass Customisation

Mass production has served us well for decades but its inflexibility to adapt quickly to the changing needs of markets and consumers means it is no longer fit for purpose. Instead, we will see the transition from specialisation, making the same thing over and over, to mass customisation through flexible manufacturing.

Enabled by banks of connected 3D printers controlled by AI, blockchain and autonomous robots, the lipstick pack of the future will be customisable on the production line to allow consumers to choose from applicator materials such as metals, ceramics and recyclable resins.



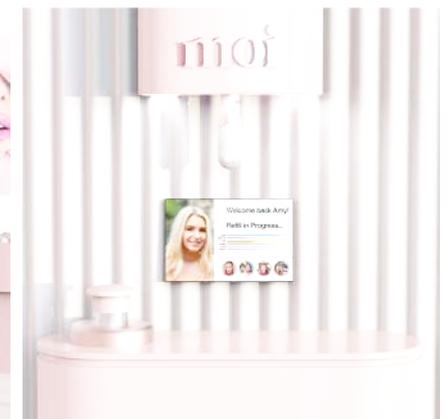
Systemised Sustainability

It no longer makes sense for us to produce packaging that is discarded after a single use.

The Fourth Age will enable brands to be truly circular, ensure resources are maintained and waste designed out through service-based ecosystems and reusable packs. And for those packs that do reach the end of their useful life, additive manufacture can use their shredded materials as feedback so the loop can be closed.

Through the deployment of connected supply chains, Moi will be a smart key within a broader connected ecosystem.

As a smart refillable applicator, Moi will be kept and used again and again, leading to reduced waste and revolutionising the eco-credentials of this currently single-use product. The CMYK cartridges are simply refilled, with autonomous filling stations located in stores and busy locations. The body of Moi will be 3D printed in recyclable materials such as ceramic and metal, with any unwanted applicators recycled back into the system. No material loss; the system is circular. **Q**



Big can be BOLD



David Gray

Managing Director - IHQ Creative Leap

In a long international business career with some of the world's leading consumer goods manufacturers and retailers, Torvald de Coverly Veale has seen at first hand both the challenges and benefits of cultivating an entrepreneurial mind-set in large organisations around the world.

Today, in his role as an independent strategic advisor, Torvald continues to be a passionate advocate for its positive impact and power to drive innovative thinking.

For decades, big business has recognised the value of entrepreneurial thinking and behaviour within their organisations – and wrestled with the challenge of instilling it. However, as Torvald is at pains to point out, the issue is neither simple nor susceptible to easy fixes – but getting it right can reap rich rewards.

Today, the concept of entrepreneurialism is a well-established phenomenon that is firmly fixed in our culture. Technologies that make blogs and micro-sites accessible to any budding young entrepreneur are shifting the meaning of the term away from its traditional association with businessmen such as Richard Branson, towards something that is much more inclusive and accessible. And, as Torvald points out, it's important to make the distinction between the Elon Musk's of this world and the many entrepreneurially minded business people working in organisations of all sizes.

But it is not so long ago that things were different. *"Thirty years ago, we didn't really recognise this," says Torvald, "and the opportunities we see today didn't used to exist."*

That said, Torvald was amongst a group of business leaders at Unilever who, in the early 1990's recognised that something was missing in large organisations. *"We had become managers managing, there wasn't the innovation or spark, or the sense of what entrepreneurs do."* This led to the phrase 'Entrepreneurial Spirit' being coined and embedded in the organisation's values and behaviours. *"We were," says Torvald, "quite early in articulating this now well-known phrase".* Even then, however, there was a recognition that a clear distinction was required between collective spirit and individual behaviour. *"We weren't all going to become individual entrepreneurs, running around doing our own thing. Large companies can't cope with everybody being a maverick!"*

Fast forward to today, and Torvald remains committed to the idea of interpretation and adaptation to the specific circumstances of the business – and warns against lazy sloganeering and a tick-box mentality.

"It's important to break it down into behaviour, actions and language – and to understand what works best for the organisation, rather than applying it in a blanket way. Every function needs to understand what entrepreneurial behaviour looks like for them – it will be different in Marketing and in R&D, for example. It's the duty of teams to work it out for themselves, within a framework set by the organisation. The same applies to different countries and regions. Interpretations of the term can be very different, according to the local culture, and so needs to be translated in such a way that it makes as much sense for an individual in Mumbai as Manchester." >>>



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Creative Leap and Galencia Group win OTCToolbox CHI Award for new consumer healthcare business, VERFORA. From left to right: **Reto Aschwanden** (Head BD&L and Head Partner+Brands at Galenica), **Torvald de Coverly Veale** (Strategic Brand Advisor and former CEO of VERFORA, Switzerland), **Mervyn Caldwell** (Creative Director at IHQ Creative Leap) and **David Gray** (Managing Director at IHQ Creative Leap).

Managing the process and successfully mobilising the organisation behind the idea is, according to Torvald, one of the most difficult tasks any business faces. He cites Unilever as an example of how to get it right – drawing particular attention to the single-minded focus on the future that led to its disposal of historical brand assets and businesses.

"A lot of management teams would have said 'woah, that's our rock, our roots – we can't dispose of that' but they saw what wasn't right for the future and didn't hesitate. That was brave and that was entrepreneurial because it's as much about what you don't do as what you do."

The same bravery was applied to the company's acquisition of the Marmite brand. Rather than folding it into a big portfolio, Unilever chose to manage it through a dedicated micro-team. *"They were considered outrageous in what they did and how they looked at the world. Twenty years on, the Love/Hate positioning seems almost obvious but at the time it was incredibly radical. You don't alienate half your audience! But taking calculated risk, rooted in insight... that's entrepreneurial."*



"It's no good just to say 'I have a great idea' - you have to be able to make it happen, which means motivating teams to buy into your vision and go with you."

Entrusting decision-making to people who really know their product and their audience, however counter-cultural to the parent organisation that might appear, was similarly a key feature in the successful acquisition of Ben & Jerry's. In turn, it reveals a further theme that Torvald believes is critical: embracing the outsider's perspective.

While at Alliance Boots, some of the best marketing he saw was from brands which were developed with strategic partners, often driven by entrepreneurs prepared to challenge the status quo in a way that insiders could not. *"A great example of this is Marcia Kilgore, creator of Soap & Glory. Her influence as an outsider at Boots was phenomenal. The brand broke all the rules of the category and she was relentless in the way she challenged and pushed them. If you only look at the world from the inside then 'accepted wisdoms' can lead to complacency. But if you do bring in entrepreneurial outsiders who are smart and willing to help educate and broaden the horizons of those who haven't had that opportunity, they can be great role models."*

External partnerships are not just about importing fresh thinking. They are also an important route to building capability: *"Rather than believing we could do it all ourselves, we partnered with P&G to build and distribute our new Boots skincare brand in the European pharmacy channel."* This willingness by large organisations to look outside as a source of learning, stimulus and new approaches, is, Torvald believes, a change for the better.

The outsider's perspective doesn't just have to come from beyond the organisation, however. Individuals within it can play their part too – particularly coming into a new role or unfamiliar region. Torvald was thus able to act as a *"naïve challenger"* when he landed in Brazil to run a newly acquired business. *"It's not about coming in and being disruptive for disruption's sake. You need to be culturally sensitive in the way you question and challenge what you see. It's no good just to say 'I have a great idea' - you have to be able to make it happen, which means motivating teams to buy into your vision and go with you. That takes the ability to communicate, to persuade and to mobilise people and resources. It's a very complicated combination of innate skills, behaviours and values that can't just be taught in a training programme."*

As difficult and as complex as it may be to develop, and whether it comes from inside or outside an organisation, Torvald sees the entrepreneurial mindset, and its challenge to traditional corporate hierarchies, as critical for their survival.

"There can be so much baggage and history in large organisations that they are slow to adapt and react. Look at the classic retailers: in the early days, they saw digital as just another store to be managed in the same way. That's why so many of their digital offers are so poor and struggling to compete with entrepreneurial brands that have been single-minded in their digital focus. If large businesses don't keep moving, if they don't innovate, they die. But with absolute focus, clarity of vision and if they structure their organisation in a way that allows them to manage entrepreneurial drive and innovation, they will continue to thrive." Q

 Torvald de Coverly Veale

THQ CREATIVE LEAP

Photo courtesy of marmite.co.uk

Top 5

Photo courtesy of abbeyroad.com

Accelerator Programmes

- 01 Barclays Accelerator by Techstars**

One of the first dedicated accelerators for FinTech startups, this intensive 13-week programme based in both New York and London, will give you unprecedented access to industry experts, mentors and potential clients. They are looking to support a diverse group of companies who are pushing innovation across the financial services industry, from cyber security and AI through to wealth management and cryptocurrency. You will also have access to Barclays Eagle Labs' where you can build prototypes of your product.
- 02 The Bridge Fashion Incubator**

The first of its kind in SEA with a global perspective, TBFI take a holistic approach to the value chain, integrating technology, sustainability and design thinking to build new fashion, beauty and retail businesses that are better equipped for a constantly changing world. Are you a designer researching scalable techniques for adaptive clothing, or an apparel brand looking to minimise waste? The 16-week programme will guide you to refine and validate your business model or prototype, bringing it closer to market readiness.
- 03 Makers with a Mission**

This programme from Makerversity supports projects that look to challenge society's ideas and behaviours through the things they make. It could be pushing a social or environmental agenda or using disruptive technologies and manufacturing processes to transform the way we make and consume. Kickstarting the fourth industrial revolution, participants will gain access to studio workshops, a thriving community, business events and opportunities to showcase work to the public.
- 04 Founders Factory**

Whether you are an entrepreneur at idea-stage, or have a product in market, Founders Factory invests in exceptional founders solving global problems using technology. You will be provided with capital, expert operational support and access to world-class corporates, including L'Oreal, Aviva, Johnson & Johnson and Holtzbrinck. This will help guide you and your team towards your objectives, sharing knowledge, best-practice and processes needed for growth.
- 05 Abbey Road Red**

This unique programme collaborates with the brightest minds in academic research who are committed to investigating early stage emerging technologies and co-developing innovative products. Designed to support the brightest music tech entrepreneurs, researchers and developers, Abbey Road Red offers bespoke programmes and access to Abbey Road and Universal Music's industry leading expertise, personnel and facilities. They have a true passion to help their start-ups break through the boundaries of what is currently expected, possible and imaginable.

Building brilliant brands One Hard Question at a time.

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