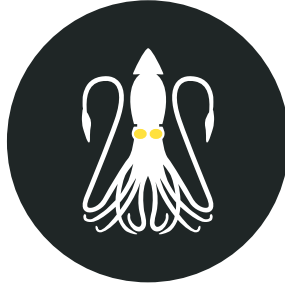




SQUID



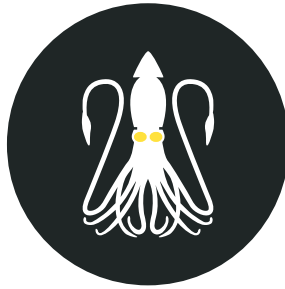


THANK YOU FOR THE OPPORTUNITY TO RESPOND TO
THE MENDOCINO COUNTY TOURISM COMMISSION CREATIVE RFP.

Squid is a strategic creative communications firm which truly integrates traditional and digital strategies to build successful businesses. Our leadership team represents baby-boomer sensibilities alongside millennial insights. As rapidly evolving technologies, platforms, and habits spawn new interests, engagements, and desires, Squid is uniquely poised to help navigate these waters. We are creatively led, strategically driven, and digitally alert. Yet, unlike traditional agencies, we don't have rigid hierarchies. We also don't have a conventional creative department. Every discipline contributes, everyone offers up ideas, and everyone has a voice.

We are a unit of senior marketers that thrive as team extensions. Not only does our process reduce costs and streamline communications, it enables an efficiency and rate of adaptation our modern world demands without being handed over to junior staff. We scale on a per need basis and ensure all messaging is channel agnostic. Whether the client is in our backyard or overseas, we aim to serve all with an unbridled attention to detail.

This isn't scrappy business. This is smart business.



MENDOCINO COUNTY TOURISM COMMISSION'S MAIN POINTS OF CONTACT.

Your primary contacts serve as the founders of Agency Squid.

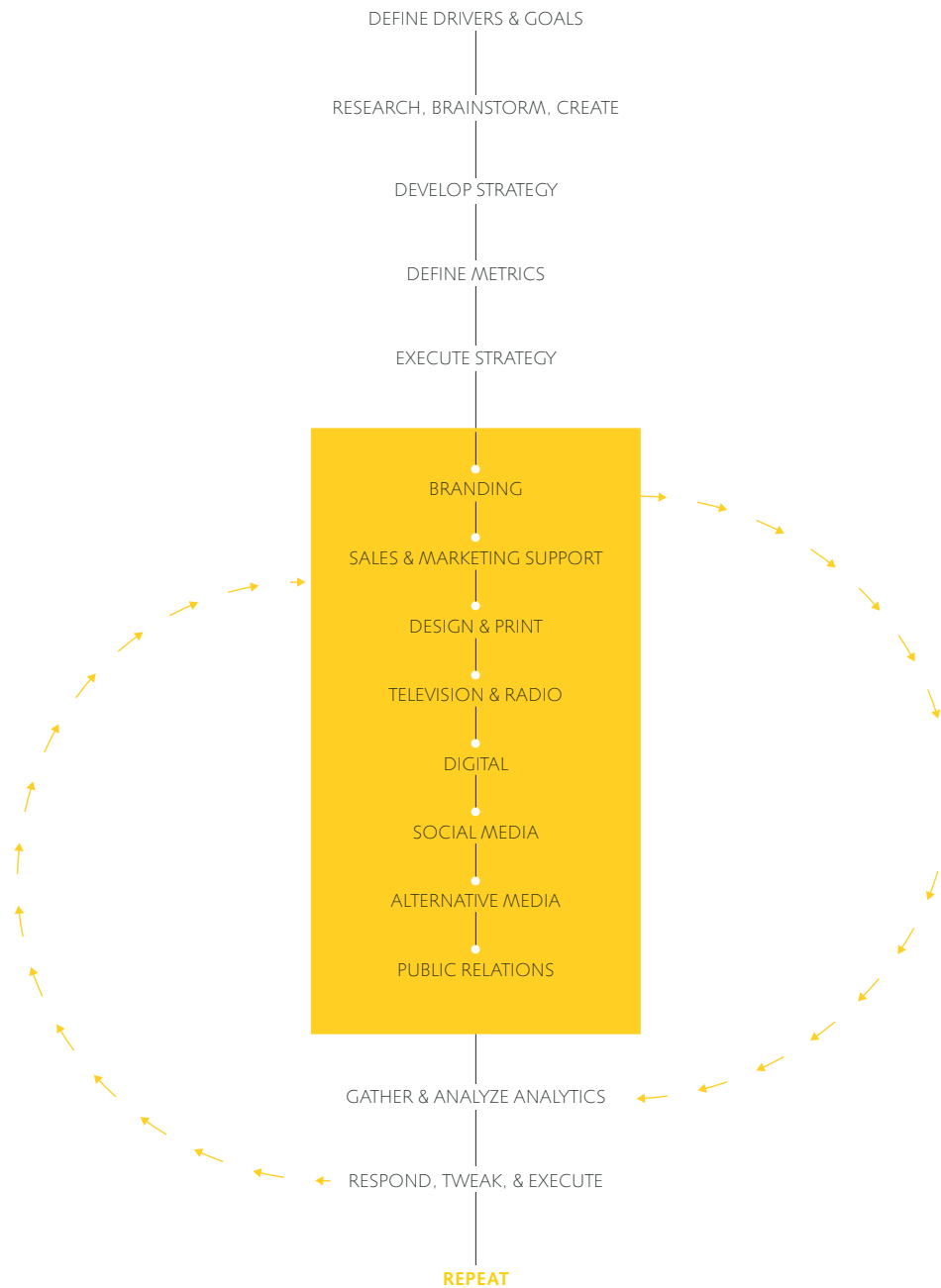
Brent Marmo brings his 40 years of brand positioning and sustainable growth to the Mendocino County Tourism Commission. His career has been spent pulling multiple voices together, analyzing and translating them into opportunistic scenarios for clients across many industries, with 30 years dedicated to tourism, hospitality and luxury. His branding combines data and trends, innovative thinking, and open communication through research, management of multiple components and people, and the ability to learn on the fly.

In support will be Miles Marmo, who brings nearly 10 years of integrated messaging experience. With a background in digital marketing, he's strategized, conceptualized, and built about every type of digital component while creating and delivering on long-term strategies and objectives. This has led him to oversee both client- and agency-side initiatives requiring master plans to carry one message across channels.

Together their experiences ensure the process is nimble, efficient and iterative.

OUR APPROACH IS CIRCULAR.

We begin with a deep dive, defining goals and objectives through an exhaustive evaluation of each business and its market opportunities. We explore every phase: research, competitive analysis, collaborative brainstorming, strategic blueprinting, and critical metrics that will help us measure and evaluate market impact and brand evolution. We use these disciplines to inform and define the creative expression, brand assets and media outlets. After a defined period of time, we gather and analyze results, fine-tune the strategy, and execute again.

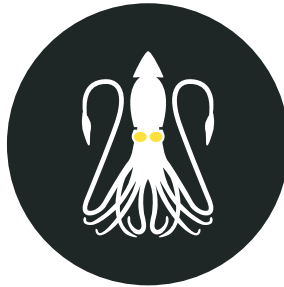


WE WORK WITH ORGANIZATIONS THAT ARE LEANING TOWARD AN IMPACTFUL TOMORROW.

Many trends, previous business models, and formerly trusted formulas have mostly come and gone. Which is why we look at the cultural forecast, the competitive space, the what-ifs. We recognize the importance of iterating these 8 disciplines. Whether we provide them, they exist within the client's organization or we bring outside collaborators.

Covering these arms allows us to tackle our clients' objectives across organizational verticals – creating a cohesive brand message no matter where our creative touches. To us, it's imperative that we take all aspects into consideration. This approach makes our clients stronger, from internal communications to consumer-focused campaigns, and our team is smarter. We have business intelligence, industry discipline, nimble inventiveness, and a drive to propel ourselves, . our partners, and collaborators forward—with stealth instead of splash.





OUR PARTNERS IN THE CREATION AND EXECUTION OF THE MARKETING PLANS STRATEGY AND EXECUTION

We purposely have a small agency with strong connections to our community. It's our belief to bring only the right people into a project based on specific client needs. We do this to minimize overhead and tailor the tools to client. By tapping into a rich creative community, we're able to keep thoughts fresh, costs down, and work that is client specific to achieve our goals. Although we work with a broad variety of collaborators on a per-need basis, the following two partners play a significant role in many of our project, and we would like to introduce them to you.

1. *Goby Partners*: A new growth consultancy that combines a disciplined approach to building analytically sound strategies learned at world leading consumer goods companies with a bias towards action developed in the lean and innovative start-up community.
2. *Don't Blink*: A visual experience company specializing in video and animation production -- bridging the gap between screen and emotion to create memorable experiences.

EXPERIENCE AND EFFECTIVENESS

(1-5, with ★ being no experience and ★★★★★ being expert).

DESIGNATION MARKETING ★★★★★

Our principals have over 25 years experience in marketing travel and tourism. Clients have included the *French Government Tourist Office*, *Relais & Châteaux – Paris*, *Heritage Hotels – London*, *KLM Royal Dutch Airlines*, and most recently, the *Principality of Monaco Department of Finance and Economics*. Cultural nuances across state and country borders are often overlooked; we have the knowledge to entice people to expand their personal experiences.

NON-PROFIT REBRANDING ★★★★★

Non-profit organizations address multiple internal and external stakeholders. We have experience in managing this complexity. We have a strong connection to non-profits and many of the Squid team serve on boards.

Our work stretches from healthcare to trade associations and governmental entities:

- *Washburn Center for Children*: rebranding and messaging a mental health agency across 10 primary and secondary audiences.
- *Metro Meals on Wheels*: repositioning a collaboration of 9 governmental and private sector organizations to deliver Meals on Wheels.
- *American Gem Trade Association (AGTA)*: rebranded, created and executed a marketing plan for a well-established international trade association.
- *Prince Albert II of Monaco Foundation: Renew. Invest. Sustain. Earth. (RISE)*: brand and position a traditional and digital communications initiative to encourage international Extreme High Net Worth Individuals and Family Offices to give to the Foundation.

DIGITAL, PRINT AND BROADCAST MEDIA ★★★★★

Our strategy extends beyond the messaging. When identifying the needs of our clients, we look for channels necessary for placement and how to make the message stand out among the clutter. Alongside media buying partners, we manage the process to make sure the message hits the right audience at the right time. The combination of traditional and digital placement must work in tandem and in alignment. Our channel understanding is deep so we are able to scale purchasing based on each client's goals and initiatives. Our business-to-consumer work with *Mike's Hard Lemonade*, *Mike's Harder* and *White Claw* are good case studies for this discipline.

INDUSTRY PARTNERS ★★★★★

Our extensive work with business-to-business has afforded us the opportunity to collaborate with many industries. In the travel and hospitality industry, we have helped our client *Ensemble Travel Group* identify pain points for members and craft brand messaging to better accommodate their growth within a very competitive online marketplace. With the Board of Directors, we helped shift this organization to better fit the members and their constituents. We have also successfully helped both *American Gem Trade Association (AGTA)* and *Jewelers Vigilance Committee (JVC)* expand their reach, in part, by expanding their messaging to speak to the benefit of “across the aisle” communication to all points on the supply chain continuum.

ONLINE PORTALS ★★★★★

Our work with online portals is extensive in our business-to-consumer work, most recently with our clients *Mike's Hard Lemonade* and *Mike's Harder* and their integrated communications strategy with AirBnB and Yelp. We created custom executions with these online portal partnerships to provide users with brand specific experience. Knowledge in building strong brand messaging that translates into unique experiences allows us to identify the “right” online portals, influencers, and publishers to communicate a message that brings awareness or affirms the desire to participate in the experience that benefits both our client and their partners.

PHOTOGRAPHY & VIDEOGRAPHY ★★★★★

Because of our extensive work in both traditional and digital medium, our visual expression experience is extensive. We have coordinated, art directed and managed photographers all around the world to produce magazines for *The French Government Tourist Office*, *Dayton's/Marshall Fields Department Stores* and *Cargill* internal magazine. For *Mike's Hard Lemonade*, *Mike's Harder* and *White Claw* we have written and produced numerous digital assets from social media content to fully integrated campaigns across all consumer touch-points: retail, experiential, print placements, out-of-home structures, and nationally syndicated video. We've carved our niche in taking a strategic approach and creating the assets needed to reach the right audience at the right time. Our video partner Don't-Blink have created digital spots across many industries. Here is a brief portfolio:

Broadway at the Beach - Myrtle Beach: <https://vimeo.com/dontblinkmpls/review/170498691/4196a39a4b>

We Are Cranberry Growers: <https://vimeo.com/dontblinkmpls/review/189788036/a1c4d919a1>

Meet MPLS - Minneapolis Big Build: <https://vimeo.com/dontblinkmpls/review/176599019/77ed2ec862>

Supra - Brand Video: <https://vimeo.com/dontblinkmpls/review/193572144/fcbb875078>

WEBSITE PRODUCTION ★★★★★

With an agency built on bridging traditional and digital means, we find it necessary to have digital production capabilities in house. Our process includes development components in strategy to provide proficiency with elegance. This process has worked for our clients [B. David Water Filtration](#), [Mike's Hard Lemonade](#), [White Claw](#) and Arctic Cat (currently in development) to name a few, with needs across app development, websites, online games, and internal information hubs. All work is tailored to the audience, both consumer and administrative for sites that are beautiful, functional and maintenance friendly.

TRADE MEDIA ★★

Although much of our trade media relations are through a collaboration with our Public Relations partners, we deeply understand the relationship between business and media. Locally, we support *Minnesota Business Magazine* and are currently repositioning and redesigning the website and digital strategy for the parent company, *Tiger Oak Media*. In conjunction with Minnesota Business Magazine, we have supported and hosted events, sponsored and participated in panels and aligned appropriate clients with them. We have also successfully helped both *American Gem Trade Association (AGTA)* and *Jewelers Vigilance Committee (JVC)* expand their reach, in part, by collaborating with other industry member associations and the media that supports them.

PLANNING, EXECUTION AND REPORTING PROCESS

The Squid process is simple. On a high level, it is shown on page 3 of this proposal, but here we dive deeper into the day-to-day process using both traditional and digital tools.

TRADITIONAL TOOLS –

1. We start with planning that puts the client goals at the core. We launch each project by sitting around the table with the assembled team of internal and external collaborators including appropriate stakeholders and contributors. Squid is a flat organization with no layers of people and departments. Our team will be experienced senior creative strategists. This is who you will work with. We pride ourselves on being an extension of our client's team. *Also, many of our clients are national so travel and associated expenses are defined upfront and incorporated into the overall budget. We work with our clients so distance is a non-issue.*
2. Meeting notes are aggregated, compiled and sent out via email to the appropriate parties within 2 working days.
3. A timeline with benchmarks and milestones will be created and can be as brief or detailed as needed. (see example in Addendum A).
4. A standing check-in conference or video call will be scheduled as necessary with a minimum of every 2 weeks. Face-to-face meetings will also be scheduled when necessary.
5. Call notes are aggregated, compiled and sent out via email to the appropriate parties within 2 working days.

DIGITAL TOOLS – We use specific digital options to update and communicate in real time. We take the traditional elements and plug them into software to detail deliverables, assign tasks, and manage deadlines.

Slack: This is our communications tool which replaces the email communications between project team members. It streamlines the communication process by aggregating and archiving project specific dialogs while being able to share documents and files. We will create a channels dedicated to general as well as specific projects with defined team access. We will also set up automatic email notifications on a bi-weekly basis to update on progress, if needed.

Asana: In concert with Slack, Asana allows real-time updating and tracking progress on all projects. With this real-time tool, we are able to dive deeper in the specific established timelines by adding roles, responsibilities, and accountabilities needed to execute projects. With Asana, we set up email reminders that sync with our communication channel adding transparency to the progress of individual projects while tracking all feedback as needed.

FRENCH GOVERNMENT: DEEPENING RELATIONSHIPS

The French Government Tourist Office wanted to deepen its relationship with American Francophiles, expand exposure to a general travel audience, and inspire people to explore. The various regions of France wanted to help their local economies by enticing tourists to leave the streets of Paris and experience the wholeness of the country.

SITUATIONAL ANALYSIS

Although France is the world's leading tourist destination for Americans, research indicated that interest was declining. It also revealed that the traveling public was fearful of the unknown and repeatedly was drawn to the familiar when they did travel abroad.

KEY ISSUES

Although the French were perceived as haughty and unapproachable, Americans repeatedly traveled to Paris, but were hesitant to explore other regions, so that fear needed to be dispelled. With tourism numbers decreasing, regional economies were feeling the impact and asking the government to help stimulate interest.

SOLUTION

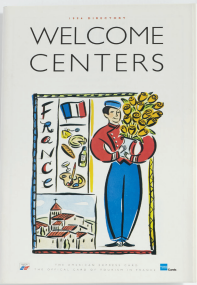
The French Government Tourist Office wanted an integrated communications plan to stimulate tourism numbers across the country. It was critical to get support from as many traveler touch-points as possible – hotels, restaurants, museums, modes of transportation, etc. Since each regional tourism office was contributing money to achieve this effort, it was critical that consensus be achieved to reach a successful goal. Squid facilitated a strategy session including representation from all regions, along with Paris, to kick off the endeavor.

A complex, multi-faceted strategy was designed to communicate to the American traveling public and industry professionals, as well as to French establishments. The main communication to the tourist trade was a magazine which featured each region and was built around a theme such as gastronomy, museums, and regional culture. The theme was carried to industry professionals through trade advertising, trade show literature and direct mail. The Club France program was offered to travelers who could join, for a fee, and receive exclusive benefits offered by participating regional establishments. Industry partners were engaged to support the efforts of making the Club France membership exclusive, such as American Express which provided “Welcome Centers” for the members.

RESULTS

In 2012, the number of American tourists who visited France was the greatest in history. Their average stay increased by 10 days and their spending added an estimated 33.4 billion euros to the French economy.

FRENCH GOVERNMENT: DEEPENING RELATIONSHIPS



MIKE'S HARDER: BUILDING BRAND PERSONA BY PARTNERSHIPS

Mike's HARDER is the top selling single serve flavored malt beverage in the country. The leadership team realized to continue the momentum and maintain and grow shelf space, a strong emotional, culturally relevant connection to the target audience needed to be made. The objectives of this project were to define the HARDER brand as bold and edgy while aligning it to cultural affinities commonly associated with the desired target audience.

SITUATIONAL ANALYSIS

HARDER is an 8% ABV product (vs. Mike's Hard at 5% ABV) and is primarily sold in convenience stores as a 16oz or 23.5oz single-serve offering. To solidify its brand persona and continue to carve out its own niche, it must own the EDM, gaming, and street art/tattoo segment. The target is multicultural, millennial males who make a habitual purchase as they travel between work and home.

KEY ISSUES

In the marketplace, there was confusion between the parent brand, Mike's Hard Lemonade and Mike's HARDER. Mike's HARDER had to define and find its own audience without cannibalizing the core brand then increase awareness and recall this new audience.

SOLUTION

Mike's HARDER partnered with famous tattoo artist Lalo Yunda to embody the brand, design collectible cans and create artwork which was used to bring the brand to life – from marketing materials to permanent tattoos. An integrated campaign was designed and was launched with a social media takeover announcing this partnership and encouraging fans to live HARDER by getting their first tattoo by the renowned artist. With Lalo Yunda, we created print tools designed specifically for retail (where recall was most affected) as well as a national media video with photo components (where awareness was most affected).

A detailed media plan was executed to bring awareness to our target audience through digital channels (social media and video placement) then funnel them through to retail channels. We used a simple message to build culture and identity – “Go HARDER.” A channel agnostic strategy to increase awareness and recall aided in achieving the brand goals.

RESULTS

ENGAGEMENT: *The campaign saw the highest engagement rates across digital and social channels, shattering benchmarks defined by previous campaigns. With social posts engaging fans from 12-15% (benchmark 6-8%) and video completion rates across all partners at 94% (benchmark 85%) it was clear that Lalo Yunda identified well with the target audience.*

AWARENESS: *With a media plan focused on the audience and targeted influencers, publishers and sequential video viewing, Mike's HARDER saw awareness jump 81% to 85% among its target audience, a huge leap by industry standards.*


RECALL: *Prior to this campaign, all retail tools were sales specific. The measured results weighed sales heavy campaigns against this new building culture and identity campaign. The results led to a recall increase from 37% to 45% with an increase of secondary sales at point-of-purchase as well.*

MIKE'S HARDER: BUILDING BRAND PERSONA BY PARTNERSHIPS



Mike's Harder
September 24 · 🌟

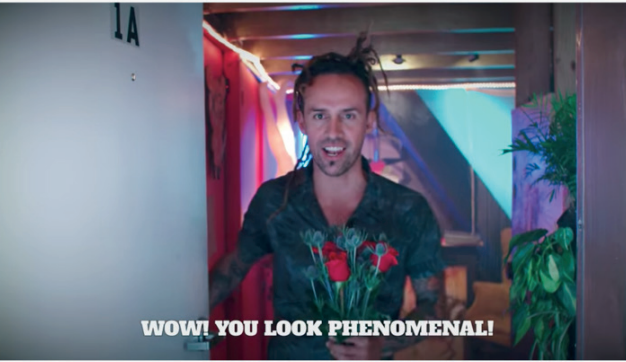
Last chance to swipe that T-card. Nominate your tattoo virgin friends in the comments and enter them to win a free tattoo from Ink Master Lalo Yunda.
#LaloYunda #LaloTattoos <http://bit.ly/HARDERTattoo>



Like Comment Share

👍👍👍 Amanda Kitzer, John Henry Roberts and 2.5K others Top Comments ▾

74 shares



WOW! YOU LOOK PHENOMENAL!

HARDER Tattoo Virgins

mike's HARDER
Subscribe 327


426,415 views

+ Add to Share More

Mike's Harder
July 11 · 🌟

We're collaborating with tattoo artist and Ink Master, Lalo Yunda, to create the HARDEST tattoo you can think of. Shoot us your 3 suggestions to the options below to be included in the design. Spoiler alert: someone will be gettin' inked.

1. Spirit animal
2. Super power
3. Life motto



Like Comment Share

👍👍👍 Dan Ottolin, Justin Kelly and 2K others Top Comments ▾

76 shares

ARCTIC CAT: SHIFTING A CULTURE

Arctic Cat is a Minnesota manufacturer of snowmobiles, ATV's and other vehicles and gear. The company has multiple locations from small town manufacturing to an urban corporate headquarters. This brand provides the economic and community stability for many of the locations. Recently the company has been on a slow decline affecting staff and morale in all locations.

This project recognized and acknowledged the brand legacy while stretching, but engaging, the employees under a new aggressive leadership team. The objective of this project was to have the current team embrace the visionary changes of the new CEO and attract necessary talent the culture needed to change.

SITUATIONAL ANALYSIS

Arctic Cat is a traditional manufacturer of pleasure and agricultural machines. It was started in the northern woods of Minnesota and grew to play in the international market. A downturn in the industry left the business positioned for major changes. A turn-around team was brought in causing shifts in the historic culture.

KEY ISSUES

As the Arctic Cat stock plummeted, hard decisions were being made. Morale was low in all locations. Financial support was shifting from one product line to another as a result of low sales volumes in snow sleds and potential market opportunities in ATVs. The leadership team made a bold decision to move the corporate headquarters to an urban setting, alienating the small-town manufacturing employees. Morale, engagement and support for the brand have plummeted.

SOLUTION

The solution did not directly lie in sale of products. Employees needed to feel valued and engaged. Our first step was to understand the climate in all environments – manufacturing, engineering, sales, finance and management. We needed to understand the goals of the CEO and his newly formed leadership team. An urgency for rapid repair existed because of the financial condition of the company. The need was to align employee satisfaction and engagement with corporate goals.

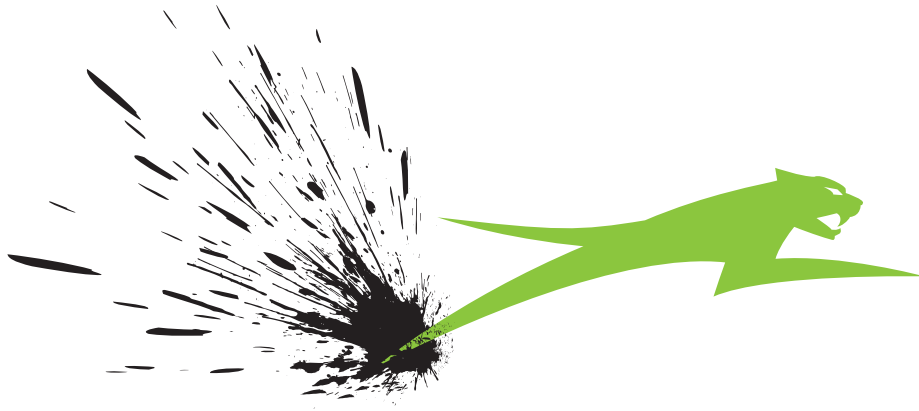
Deep listening during interviews on all levels of the organization helped us rapidly create a roadmap that included quick-wins with built in feedback loops to inform long term strategies.

Phase 1 “quick win” initiatives included a personalized internal communication channel with traditional and digital executions to address cross-generational audiences including a printed newspaper and a digital, mobile-first intranet site. Then an Ambassador Program, Cross-Developmental Collaboration Communities, and new On-boarding that support the new culture were initiated.

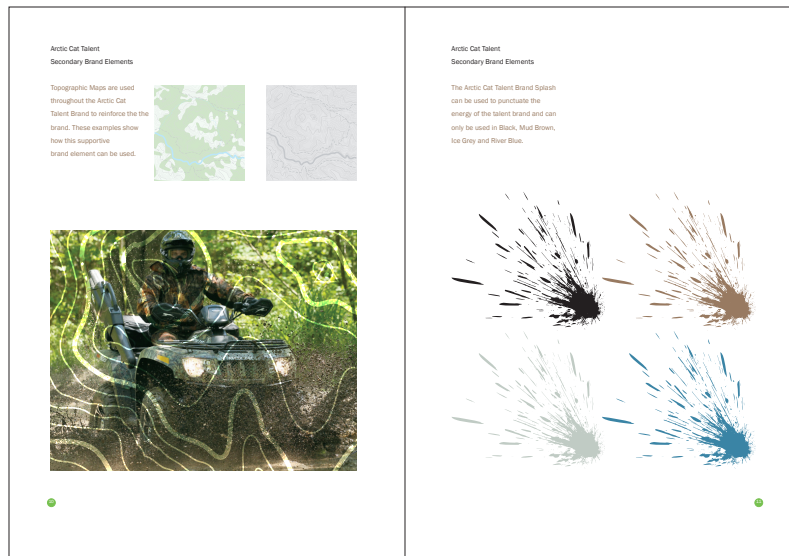
Phase 2 is to address interim goals. There are organizational development initiatives including a Cross-Training Development Program and an Arctic Cat Center for Innovation.

Phase 3 and longer range will be a creation of an Internal Communication Toolbox, a Knowledge Library, Arctic Cat Culture Hub, and Strategic Partnership Alliances.

ARCTIC CAT: SHIFTING A CULTURE



GOING WHERE OTHERS CAN'T





SO YOU'VE MADE IT THIS FAR. THANK YOU. We appreciate you taking the time to learn how passionate we are about our clients, our work and this opportunity. And because we believe face-to-face conversations still hold incredible power, we thought you might like to know the team you may be working with. Meet the team and learn just a little more about us and how we can help by clicking on the link below to see a video produced with our video partner, Don't Blink.

<https://vimeo.com/dontblinkmpls/review/192650660/568f152654>

THE TEAM

Brent Marmo

Brent has owned and operated agencies his whole career and is connected to some of the best and brightest talents in Minnesota. He has worked with some of the world's best brands including KLM, Toro, Arctic Cat and Cargill. In the world of communications, Brent believes in holding a grand scale strategic vision while executing in a day-to-day tactical reality.

Miles Marmo

Beginning a career in digital communication, Miles quickly saw the need to break down silos and connect messaging. Miles has led these initiatives within agencies and brands alike to achieve results across industries including Mikes Hard Lemonade's 100% digital advertising strategy. Integrating with traditional and digital creatives is where he helps clients break through the noise.

Quinc y Xavier

Q started his professional path as a client services representative for a major financial firm. He honed his account executive skills in the business information world and health care worlds. He expanded his tool set by developing marketing strategies and executing plans with an energy efficiency consultancy. He arrived at Squid bringing with him deep-diving research followed by clear-vision insights.

Stephanie Rich Goby Partners

Stephanie has hands-on expertise in bringing products and companies to market while building, cultivating and sustaining customer bases online and off. She is a change agent and is masterful at taking small companies from 0-100 while shifting big companies in the right direction with her strategic vision. Stephanie has an MBA in Business and Management from the University of Cambridge.

Jaylon Rosenblum Goby Partners

Jaylon has over a decade of experience in retail and consumer goods building strategic plans that drive towards business objectives. At PepsiCo, she held various roles on brand and customer marketing teams including launching two product platforms, executing customer specific activation that yielded results that outpaced market trends, and growing a brand community from 33K to over 1M followers. She has an MBA in Strategy and Marketing from NYU Stern School of Business.

Don't Blink

Our creative video and animation production partner has built its reputation on working with brands that need to spread their message through video across traditional and digital channels. They are at the table in the early stages of creative development to ensure the end result not only conveys award-winning visuals but keeps in mind the nuances of media placement and its impact with viewers. Don't Blink combines state-of-the-art equipment with forward thinking, collaborating closely with Agency Squid.

REFERENCES

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ADDENDUM A



Background & Research
(Squid & US Bank)

- Choose writing team member
- Meet with team assembled for the project
- Define and understand roles and responsibilities
- Identify stakeholders other than editorial board for inclusion in the process - presentations, review, sign-offs
- Create process for Squid to gather and understand current and future materials that informs the system
- Solidify components for inclusion in each element in the system
- Confirm strategic goals and objectives for each element in the system
- Begin to meet with appropriate stakeholders to gather additional knowledge as needed

Concept

- White-boarding session (Squid) (bring in all “opinions”, as is state, play out strategy and approach)
- Summarize key messages (Squid)
- Preliminary concepts - theme (Squid)
- Begin mapping system (Squid)

Revise Concepts

- Bake necessary adjustments to theme concept (Squid)
- Make necessary adjustments to system architecture (Squid)
- Begin concepting application of themes to capabilities brochure (Squid)
- Begin copy concepting (Squid)
- Create presentation for Feb 25/27 meeting (Squid)

Finalize and Present

- Present finalized theme concept (Squid)
- Present finalized system architecture (Squid)
- Present presentation for Feb 25/27 meeting (Squid)

US Bank Market Leader Meeting
February 25-27

Revise & Continue

- Make necessary adjustments to theme concept (Squid)
- Make necessary adjustments to system architecture (Squid)
- Finalize work on application of theme visual and copy to capabilities brochure, one-each marketing, specialty and presentation templates (Squid)

Revise Concepts

- Make necessary adjustments to capabilities brochure, one-each marketing, specialty and presentation templates (Squid)
- Begin concepting style guide (Squid)
- Begin creating presentation for April 25/27 meeting (Squid)

Background & Research con’t

- Continue gathering data & begin structuring system (Squid)

Concept

- Continue brainstorming, strategy and system approach dev. (Squid)
- Finalize preliminary concepts - theme (Squid)
- Build presentation (Squid)

Presentation 2/6

- Present initial theme concepts (Squid)
- Present initial systems architecture (Squid)
- Gather feedback and choose direction for further refinement (US Bank)
- Determine needs for Feb 25/27 meeting

Finalize, Present & Continue

- Present “test” theme concepts and systems architecture to Market Leadership Meeting (US Bank & Squid)
- Gather feedback from market leaders (US Bank & Squid)
- Continue work on application of theme visual and copy to capabilities brochure, one-each marketing, specialty and presentation templates (Squid)

Finalize Concept & Present

- Present visual and copy for capabilities brochure, one-each marketing, specialty and presentation templates (Squid)
- Gather feedback and make necessary adjustments (Squid)
- Finalize needs for national leadership meeting on April 25/27 meeting (US Bank & Squid)



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