

# City of Duluth

Request for Information On Behalf of the Duluth Economic Development Authority  
For Marketing Partners for Small Business  
RFI Number 23-AA08

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*May 24, 2023*

**PROPOSING ENTITY**

Duffy & Partners (Duffy)  
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Suite 200  
Minneapolis, MN 55401  
<https://duffy.com/>

**CONTACT PERSON**

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(612) 801-5894



# Company Background

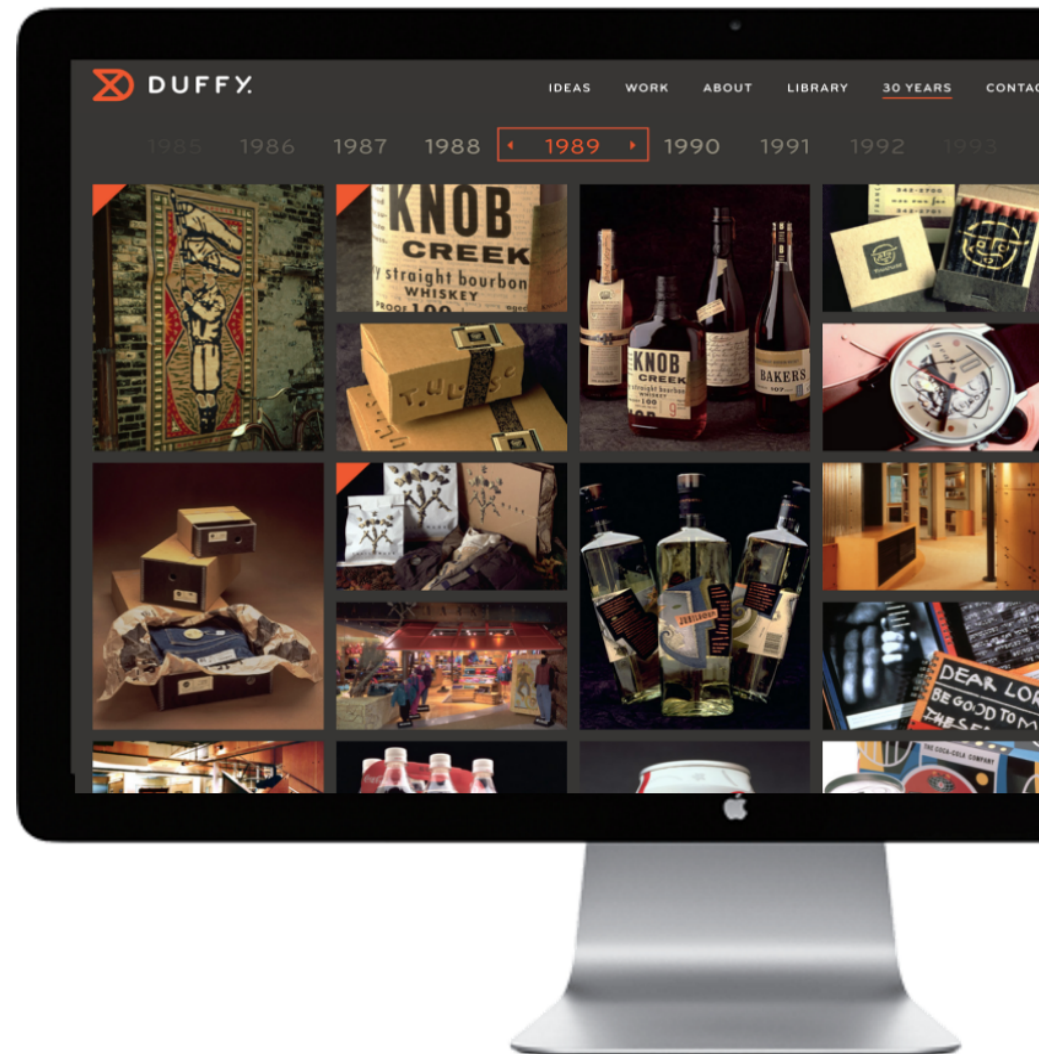


Duffy was founded in Minneapolis in 1984. Our award-winning work has touched the lives of millions of people. It's seen in stores, on the web, on the road, in the media and museums, at events and in corporate and hospitality environments for a variety of organizations and brands. We have solved challenges—across categories and geographies—for a long list of clients, including projects for small businesses, Fortune 100s, business-to-business and business-to-consumer organizations, governments and nonprofits, for visionaries and for entrepreneurs.

**Our Mission, Design to Enrich Everyday Life.** The opportunity to create meaningful and powerfully engaging design inspires and motivates us each and every day. These singular rewarding days have accumulated to 39 years of extraordinary client partnerships that have produced powerful brand solutions. We've created cultural icons to ignite movements. We've illuminated perspectives to unveil truths, celebrate innovation and ultimately engage audiences.

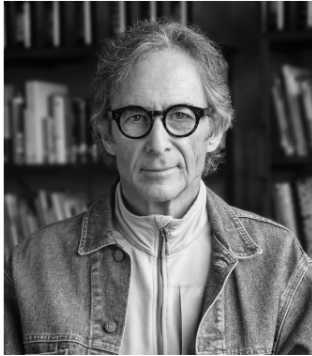
### Our Commitment

We are committed to creating partnerships based on accountability and collaboration. We promise a spirit of teamwork absent of hidden agendas and the not-invented-here syndrome. It is through collective skills and experiences—yours and ours together—that we will find a dynamic brand solution. We hold firm to a belief in the power of collaboration with a goal to make it enjoyable for all.



# Duffy Team Resumes

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Joe Duffy | Founder

Joe is one of the world's most respected and sought after leaders on branding and design. Joe founded Duffy with a vision to build a new kind of branding and creative company — partnering with clients and other firms in all communication disciplines. In 2004, Joe received the Legacy Medal from the American Institute of Graphic Arts for a lifetime of achievement in the field of visual communications. In 2005 his book, *Brand Apart* was released. In 2006, he was recognized as one of the “fast 50” most influential people in the future of business by *Fast Company*. In 2007, Joe was honored with the American Institute of Graphic Arts Fellow Award for his many years of leadership in the state's design and business community. In October of 2022, Joe was inducted into the One Club for Creativity's Creative Hall of Fame honoring the lifetime achievements of creative luminaries in all forms of advertising and design.



Bridget Duffy | Partner, GM

Bridget began in production in 1994 then pioneered project management in the family business; she is instrumental to the success of Duffy. She oversees nearly every function of the business with a keen attention to detail. Bridget has managed many multi-faceted initiatives with demanding budgets and schedules—working closely with internal resources, outside vendors, partners, and client teams. These initiatives have included packaging, interactive production, apparel, literature and environmental design. Bridget earned a Bachelor of Arts degree in Liberal Studies with a Fine Arts Emphasis from the College of St. Benedict, St. Joseph, MN.



Joseph Duffy | Partner, Creative

Joseph was born into the design business—literally. He has learned from some of the world's most talented creative people and set out to follow in his father's footsteps from day one. Today, Joseph leads the creative charge and looks to bring brilliant creative opportunities to the Duffy team. Joseph's work has been recognized for design excellence by: AIGA, Communication Arts, Print, Graphis and numerous other publications and organizations. Joseph earned a Bachelor of Fine Arts degree in Graphic Design from the College of Visual Arts, St. Paul, MN.



Nancy Kullas | Partner, Strategy

Nancy is an original member of the team with three decades of experience forging relationships with Duffy clients. She has built much of her career in tandem with Joe and his. She embodies the Duffy brand with her wit, wisdom and intellect. Nancy is a masterful collaborator. At the helm of collaboration between Duffy and clients, Nancy identifies the strategic opportunities that deliver inspired, design-driven solutions. Her experience is grounded in imaginative thinking with a heart for creativity and a passion for teamwork. Nancy earned a Bachelor of Arts degree with a Major in Communications and a Minor in Business from Augsburg College, Minneapolis, MN.



Matt Sullivan | Designer

Matt is a designer with an unwavering drive for creating amazing work. He's been recognized for doing just that by Graphis, AdobeDesign, AIGA MN, Logo Lounge, Portfolio 1-on-1 at Concordia College Saint Paul, MN. He has a B.A. in Graphic Design from Concordia and an A.A.S. in Graphic Design from Dunwoody College of Technology, Minneapolis, MN. Matt's background in print production and strong passion for the arts, along with his goal of spreading the value of design to everyone he can, gives him an edge on every stage of our design process.

\* Duffy collaborates with a select group of copywriters when naming and writing services are needed. We consider these partners part of the family.

## Duffy References



<https://epicureanusa.com>

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# Duffy Services, Approach & Process

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## Our Services

- Brand naming and nomenclature construct for key product offerings across the portfolio
- Brand Identity and creating meaningful relationships to sub-brands, product categories, etc.
- Brand language elements establishing proprietary visual voice to include color palette, typography, imagery, patterns, iconography
- Brand architecture that defines the brand framework so all offerings/services across the portfolio are easily seen, connected and navigable
- Brand applications designed so signature brand touch points such as web design/UI, packaging, signage, sales materials, apparel, etc. represent the creativity and heart of the brand
- Brand manifesto establishing the brand's story and key messaging...connecting to vision, mission and values
- Brand style guide that delivers to all stakeholders the guideposts for applying the brand's tenants to all communications

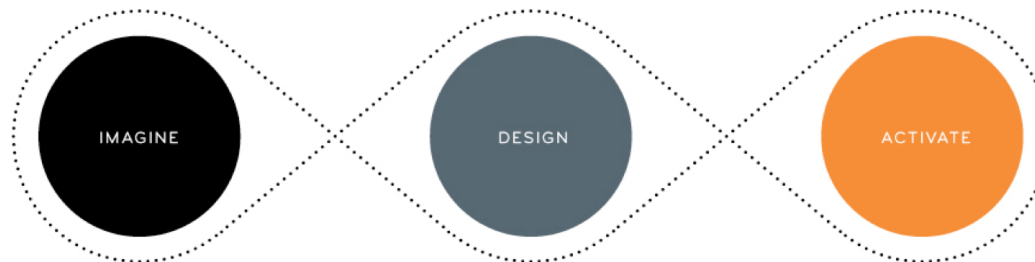
## Our Approach

The most respected brands speak with a visual and written language that represents their unique truth and does so with the imaginative consistency needed to be seen, as well as heard, in a crowded and competitive market. While the primary identity is a cornerstone asset in a brand's communications arsenal, this identity requires the support of a full visual language to effectively communicate in the market.

**Brand Language & Architecture:** The brand language is the visual manifestation of the **brand's** essence. It includes the primary identity/logo, iconography, color palette, typography, imagery, patterns, materials and substrates. The brand language provides the foundational elements necessary to consistently communicate the brand's unique story across offerings, platforms and channels to key audiences. The brand language brings to life the strategic connections and alliances of your brand's portfolio. These connection points create an **architectural framework** that engages audiences and creates a pleasurable experience in navigating all the brand has to offer.

## Our Process

A smart process yields efficiency. A thoughtful approach helps manage expectations—yours and ours. We've honed a 3-phased process with specific tasks and deliverables designed to deliver successful results.



# Phase 1: Imagine

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Approximately 3 - 4 weeks

## *BROAD LOOK*

- We start by immersing ourselves in your category
- We review brand and audience background and insights provided to us by you
- We assess the competitive landscapes to pinpoint where you can win

## *NARROW IN*

- We study category dynamics to understand how behavior is influenced
- We begin to realize how your target builds strong brand connections and why
- We lean on our 39 years of experience, our expertise and our informed intuition

## *TURNING CONVENTION ON ITS HEAD*

- We identify “tricks-of-the-trade” as we seek to break category paradigms
- We instinctively seek to uncomplicate while enriching your audiences’ experience
- We believe simplifying the complex is where creative genius and enrichment lives

## *TALK TO THE EXPERTS*

- You are the experts and you know your business and product offering better than we do
- You know your brand’s best kept secrets, its strengths and its weaknesses
- You know what the harshest critics may have to say about you
- You hold the hopes and dreams of your brand in your heart
- We’ll conduct stakeholder interviews to mine brand gems and nuances that hold powerful communication

## *DESIGN STRATEGY*

- Our strategy is a synthesis of all that we’ve learned and is executed by creating an actionable design strategy, brand architecture recommendation and a set of design principles
- When applicable, our strategy will drive naming exploration. Once a short list of names is identified and initially cleared by Duffy (via USPTO database search), your trademark lawyer will further investigate and secure a trademark for the approved name.
- Our visual interpretation of the design principles are manifested in a visual brief
- Our visual brief process is a collaborative exercise with you
- Our design process begins once we’re aligned and agree on the strategic power of the visual brief

# The Visual Brief

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A collage of inspiration serves as a thoughtful beginning. The design of a visual brief is equal parts strategic, conceptual and executional. It is through the process of designing this brief that our collective teams will discuss the brand opportunities and begin to visualize design possibilities.

The development of the brief engages dialogue and eliminates surprise in the creative process as it foreshadows design direction. The brief is referenced throughout design development and beyond and is a valuable tool created for all Duffy projects, no matter the scope. This also allows us to develop design directions in Phase 2 that are grounded visually to what we have collectively agreed upon at the end of Phase 1. Subjectivity is removed before design begins.



## Phase 2: Design

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Approximately 4 - 6 weeks

- We explore, we sketch, we edit, we enhance, we define our design path with the final name in hand
- We enhance the brand's voice in writing the brand's manifesto and key messages
- We design conceptual directions that have been inspired by the visual brief and brand architecture
- We create a naming construct/scheme for the product portfolio that supports the architecture
- We define a "design direction" as visual brand language that can only be "spoken" by your brand
- We create directions focusing on brand applications you need and are illustrative in nature
- You select a winning direction for further refinement
- We hone and refine a final design solution and brand narrative which is approved by you

## Phase 3: Activate

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Approximately 3 - 4 weeks

- We finalize the design solution
- We create the chosen direction's brand assets in formats needed by you for reproduction
- We produce on your behalf, or with your team, specific brand applications
- We create a style guide that houses all of your brand assets and provides guardrails for application
- You're equipped to activate the brand across all touch points to achieve marketplace results



# Our Approach To Naming

Naming is more than a scientific approach to phonetics and nomenclature. Naming is a foundational expression for an organization and its personality. A name does not live in isolation. There is a role for naming as part of the creative process: to marry visuals and to create memorable associations. Developing naming concepts that consider both the meaning and visual expression is a strategic advantage.



JIM BEAM SMALL BATCH : KNOB CREEK



AVEDA MEN



NICE RIDE MINNESOTA



SUSAN G. KOMEN FOR THE CURE



RATCHET



BIOHERA : WELLMUNE



BASIN



JIM BEAM SMALL BATCH : BASIL HAYDEN



GOOD DAY CAFÉ



CAPTAIN MORGAN'S : CAPTAIN'S DECK



GANDER MOUNTAIN : TALL TALES



WEBB RESTAURANTS : BACIO



COCA-COLA COMPANY : FRUITOPIA



WHEREHOUSE™  
BEVERAGE CO.



WHEREHOUSE BEVERAGE CO. : COUNTDOWN



THE LOPPET FOUNDATION



501FIT



TRAILMARK



NAVY ISLAND : TIMBER SOUND



RESIST WITH US

# Project Plan Example

PHASE 1: IMAGINE (3 - 4 WEEKS)	PHASE 2: DESIGN (4 - 6 WEEKS)	PHASE 3: PRODUCTION (3 - 4 WEEKS)
<p><b>OUTCOMES</b></p> <ul style="list-style-type: none"> <li>Name selected and trademark pending</li> <li>Design strategy, architecture recommendation and visual territory to inspire design</li> </ul> <p><b>ACTIVITIES</b></p> <ul style="list-style-type: none"> <li>Team briefing to discuss such topics as:               <ol style="list-style-type: none"> <li>Business objectives and key competitive advantages and differentiation</li> <li>Target audience and cultural influences</li> <li>Current portfolio, sub-brand equities and assets, future innovations and expansion</li> <li>Category and competitive environment</li> <li>Challenges to overcome, opportunities to realize</li> </ol> </li> <li>Duffy to prepare discussion guide to facilitate briefing</li> <li>Based on the briefing session and insights shared, Duffy to prepare an interview questionnaire to gain unique perspectives from key stakeholders not in attendance in the team briefing three to five interviews to be conducted. Stakeholders will be provided with a questionnaire in advance of the interview.</li> <li>Brand audit</li> <li>Competitive audit</li> <li>Synthesis of the above activities</li> <li>Name exploration</li> <li>Design strategy and architectural recommendation</li> <li>Visual brief development</li> <li>Phase 1a &amp; 1b presentations</li> </ul> <p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>Phase 1a presentation to include a list of 5-10 recommended names with rationale and initial Google/USPTO search. Each name recommendation will reflect opportunities for portfolio name construct scheme.</li> <li>Once a name is selected, Phase 1b presentation to include design strategy, architecture recommendation, design principles &amp; visual brief</li> </ul>	<p><b>OUTCOMES</b></p> <ul style="list-style-type: none"> <li>An approved design direction</li> <li>Naming construct/scheme approved</li> <li>Brand identity story/messaging to support launch</li> </ul> <p><b>ACTIVITIES</b></p> <ul style="list-style-type: none"> <li>Design exploration</li> <li>Develop 2 - 3 design directions including:               <ol style="list-style-type: none"> <li>Identity/logo</li> <li>Color palette</li> <li>Typography system</li> <li>Iconography</li> <li>Patterns/textures</li> <li>Photography style</li> </ol> </li> <li>Each direction will consider the architectural connection points of the product portfolio and other critical alliances discussed in Phase 1. Demonstration of how the revitalized identity lives in relationship to sub-brands via lockups and shared visual tendencies.</li> <li>Each direction is illustratively applied to signature touchpoints to realize the validity of design direction. Those applications to include such items as:               <ol style="list-style-type: none"> <li>Website home page</li> <li>Packaging</li> <li>Business suite</li> <li>Sales Collateral</li> <li>New identity launch tactics</li> </ol> </li> <li>Narrow to one direction</li> <li>Up to 2 rounds of revisions to chosen direction</li> <li>In parallel to design exploration, the development of the naming scheme and the brand manifesto will be written and ultimately revised (up to 2 rounds of revisions) for approval and in alignment with chosen design direction</li> </ul> <p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>Final design direction ready for activation</li> <li>Final naming construct to support architecture</li> <li>Brand Manifesto and key messaging</li> </ul>	<p><b>OUTCOMES</b></p> <ul style="list-style-type: none"> <li>Brand identity and visual language final brand assets (.ai formatted files)</li> <li>Brand style guide authored and ready to guide other marketing communication partners</li> <li>If requested (and estimated separately), additional key signature applications designed and created</li> </ul> <p><b>ACTIVITIES</b></p> <ul style="list-style-type: none"> <li>Preparation of brand asset files</li> <li>Write and prepare brand style guide</li> <li>Up to 2 rounds of revisions to the style guide</li> <li>If requested, Duffy will provide estimates for the final design for additional key signature applications such as website, sales collateral as well as the assembly of production files for those applications</li> </ul> <p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>Brand identity and brand language assets</li> <li>Brand style guide complete (PDF format)</li> </ul>

# Pricing And Cost Breakdown

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Our pricing is categorized into three areas as follows:

**Fixed Fee:** This fee is for Duffy's professional services (design strategy, creative direction, design, project management, copywriting) and is based on the value for services and deliverables provided for the scope of work as detailed in the approved project plan in a Duffy proposal. We arrive at this fee by factoring in several considerations including the aforementioned value, the anticipated time required to meet deliverable deadlines and our experience in knowing what it takes to get the job done. Our fixed fee payment structure and terms are:

- 50% of fee is invoiced and due upon receipt once Statement of Work (SOW) is executed. The SOW is authored once Duffy Proposal is agreed upon.
- The next 25% invoiced upon completion of Phase 1 presentation, net 30 days
- The final 25% of the fee is invoiced upon completion of Phase 2 presentation, net 30 days

**Project Expenses:** These expenses are costs we incur on behalf of our clients. They include line items such as color copies, presentation materials, transcription, translation, shipping/courier fees. These expenses are estimated at 3% of the fee and are invoiced monthly as incurred, net 30 days.

**Production Expenses:** Included in the Fixed Fee are production expenses for creating brand assets (.ai files). If desired, production files for additional brand applications needed will be estimated once the design solution is approved. If photography and web development are required, those costs will be in addition to the Fixed Fee.

## Examples of Costs Associated with Various Scope Definitions and Deliverables

**Fixed Fee: \$55,000 - \$60,000**

**Project Expenses: \$1,650 - \$1,800**

**Production Expense: 0**

New Brand Identity, including naming, visual brand language, brand architecture, manifesto and style guide. This is reflective of our Project Plan Example on page 9.

**Fixed Fee: \$65,000 - \$70,000**

**Project Expenses: \$1,950 - \$2,100**

**Production Expense For Production files for signature applications does not include web development or photography: \$5,000 - 8,000**

New Brand Identity, including naming, visual brand language, brand architecture, manifesto and style guide. This is reflective of our Project Plan Example on page 9 plus designing and producing signature brand applications such as 3 to 4 key web pages, signage, business suite and sales collateral piece.

## Pricing And Cost Breakdown Continued

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Fixed Fee: \$50,000 - \$55,0000

Project Expenses: \$1,500 - \$1,650

Production Expense: 0

Brand Revitalization/Refresh. Leveraging brand equity in refreshing brand identity, brand language and brand architecture. Produce a new Brand Style Guide for stakeholders.

Fixed Fee: \$55,000 - \$60,000

Project Expenses: \$1,650 - \$1,800

Production Expense For Production files for signature applications does not include web development or photography: \$5,000 - \$8,000

Brand Revitalization/Refresh. Leveraging brand equity in refreshing brand identity, brand language and brand architecture. Design and produce key signature applications such as key web pages, packaging (up to 5 skus), signage, key collateral piece. Produce a new Brand Style Guide for stakeholders.


We would like to add that we have been involved in many brand projects where the primary deliverable is to create new packaging or a significant signature brand application by leveraging the existing identity while bringing forward new elements to illuminate a new strategic path forward. An assignment such as this would still go through our three phased process as we consider competitive and category environments as well as the unique and differentiated attributes of our clients services/offerings. A project such as this would have a Fixed Fee that could range from \$30,000 to \$50,000 based on the number of packaging skus, etc. Project Expenses: \$1,800 - \$1,500. Production Expenses for production files not including web development or photography: \$5,000 - \$8,000

Lastly, we have a big heart for our northern neighbors and we all have fond memories of our time spent in Duluth. It's important for us to convey to you that we would be willing to work with a small business by providing a more scaled back project plan. For instance instead of bringing forward 2 to 3 design directions we would bring forward 1 or maybe 2 design directions and limit the number of rounds of revisions to get to the minimum Fixed Fee range of \$20,000 to \$25,000 plus expenses and production expenses. This fee amount would not include naming or the writing of a manifesto. Because our process yields such incredible results, we have a threshold of time and resources that requires, at a minimum, this investment.

# Appendix A: Submission Cover Sheet

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City of Duluth  
RFI# 23-AA08 Marketing Partners for Small Business  
Submitter Information

Submitter Name	Duffy & Partners, LLC known as Duffy
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Federal ID Number	043786910
Authorized Signature	
Name & Title of Authorized Signer	Joseph Duffy, Creative. Partner & Owner
Email of Authorized Signer	josduffy@duffy.com

**We Would Be Honored  
To Partner With The Small  
Businesses In The Great  
City of Duluth.**

**Thank You For This  
Opportunity.**

