



COLUMN  
FIVE

VISION

# A future where everyone can live healthy and fulfilled lives.

MISSION

We do good work with good people. We tell stories and create experiences that bring people together to help build the future we want to live in.

FIVE COLUMNS



### Do Good Work

We achieve success with our partners by working together to solve complex challenges within any constraints.



### Value Our Partners

We always work in their best interest because they enable us to do what we love each day.



### Be Good to Each Other

We thrive in an environment built on transparency and mutual respect, constructively challenging each other to grow.



### Be Humble

We can always improve.



### Experiment Often

Try new things. Test. Fail. Tweak. Learn.



## **We help brands find, tell, and share their best stories**

Founded in 2009, Column Five is a B2B-focused creative agency that helps ambitious brands find and tell their best stories to drive real results. We believe that businesses can shape the world for the better, and they can do it with strong communities of people behind them. By using the power of story—one of the last competitive advantages—we help brands reach their lifelong customers, build meaningful relationships, and make choices that are good for people and profit.

## Capabilities + Services

### Brand Strategy

- Brand Heart
- Product and Brand Naming
- Logo Design
- Visual Identity Design Systems
- Brand Messaging
- Brand Guidelines

### Content Strategy

- Competitive research and analysis
- Discovery
- Persona development
- Customer Journey Map
- Search and keyword strategy (SEO)
- Channel Planning
- Content Roadmap
- Creative Recommendations
- Campaign Planning
- Measurement Approach

### Content Creation

- Annual Report
- Copywriting and copyediting
- Data Visualization
- Ebooks
- Explain Videos
- Infographics
- Interactive Content
- Motion Graphics
- Presentation Design
- Reports
- Social Media Content
- Microcontent
- Video
- White Papers
- Web Design & Development

### Distribution

- Audience Targeting
- Campaign Management
- Earned Outreach
- Media Planning
- Paid Social
- Reporting

## Who we work with





Brand Strategy

# Visual Identity + Language

**CAMP**<sup>HQ</sup>

harder  co | community  
research



 **GloFit**



  
**civ.works**



  
**OWNZONES**  
MEDIA  
NETWORK

Top: LinkedIn CAMP, Harder+Company Community Research, ESPEN, GloFit

Bottom: UCB HAAS Institute A New Social Compact, civ.works, LinkedIn Hackday, Ownzones

# UCI Branded Innovation



THE COVE BRAND GUIDELINES VISUAL IDENTITY SYSTEM - LOGO USAGE 14

### Color

These are approved color variations for The Cove logomark.

1 Full Color

2 Black and White

3 Greyscale

4 Reverse Versions

THE COVE BRAND GUIDELINES VISUAL IDENTITY SYSTEM 15

### Personality Attributes

INDEPENDENT | FLEXIBLE | COLLABORATIVE

THE COVE BRAND GUIDELINES VISUAL IDENTITY SYSTEM - LOGO USAGE 16

### Lockup

1

2

3

THE COVE BRAND GUIDELINES VISUAL IDENTITY SYSTEM - LOGO USAGE 17

### Photography

1 Do choose photos with less busy backgrounds

2 Do choose photos that relate to The Cove's beach inspiration.

3 Do choose photos with less busy backgrounds

4 Do choose backgrounds to provide contrast to the overlaid logo.

# GloFit

GloFit VISUAL IDENTITY 6

### LOGO COLORS

Color options for the Logo.

Full color

One color

Reversed on Black

One color, reversed

On Glo Gold

GloFit VISUAL IDENTITY 7

### COLOR PALETTE

**Primary Colors**

Glo Gold	Black	Ice	Slate
PMS 100 #FFD700 R 255 G 208 B 0 C 0 M 81 Y 100 K 0	#000000 R 0 G 0 B 0 C 100 M 100 Y 100 K 100	PMS 420C #A6A6A6 R 200 G 200 B 200 C 21 M 21 Y 21 K 0	PMS 424C #7F7F7F R 128 G 128 B 128 C 27 M 27 Y 27 K 14

**Secondary Colors**

Vermillion	Ember	Fuchsia
PMS 150C #E05D44 R 239 G 93 B 68 C 14 M 60 Y 50 K 0	PMS Warm Red C #E85C33 R 234 G 92 B 58 C 14 M 60 Y 50 K 0	PMS Shockwave Red C #D03090 R 207 G 48 B 144 C 14 M 57 Y 13 K 0

**Tertiary Colors**

Orchid	Azure	Riptide
PMS 266C #800080 R 128 G 0 B 128 C 50 M 89 Y 0 K 0	PMS 286C #00B0F0 R 0 G 176 B 255 C 75 M 25 Y 0 K 0	PMS 340C #00B0A0 R 0 G 176 B 192 C 75 M 25 Y 13 K 0

Glo Gold is the primary color for GloFit. The vibrant hue evokes the energy and health that GloFit products protect.

Ice and Slate are used as neutral tones to provide contrast to the other colors.

Vermillion, Ember, and Fuchsia are the secondary brand colors, extending the warmth and radiance of Glo Gold to other hues.

GloFit VISUAL IDENTITY 14

### PATTERNS

Symbol

Hexagonal Ring

Wing

The GloFit brand uses patterns as a secondary visual element. The patterns support the Logo and should never overpower it. The pattern designs are derived from parts of the Symbol, namely, the Hexagonal Ring and the Wing.

The Hexagonal Ring pattern communicates protection and stability, while the Wing represents mobility and energy.

Patterns must use colors from the GloFit brand Color Palette.

GloFit VISUAL IDENTITY 10

### INCORRECT USAGE: COMPOSITIONAL

DO NOT squish or stretch the Logo disproportionately.

DO NOT change the Symbol to Wordmark ratio.

DO NOT stack the Wordmark.

DO NOT place the Logo on an angle.

DO NOT alter the spacing of the Logo.

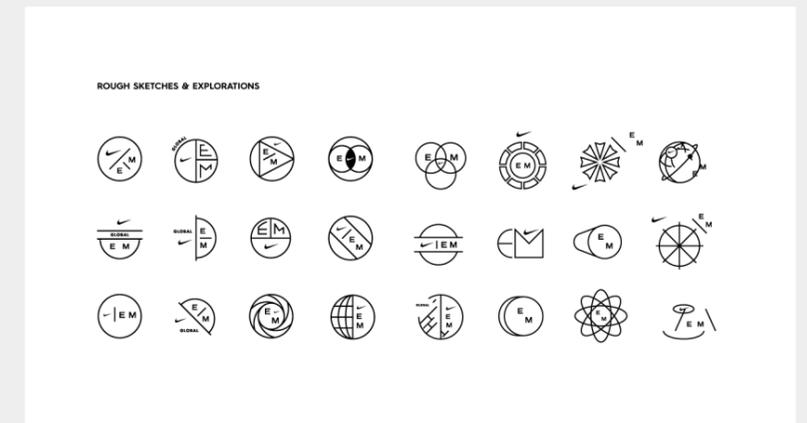
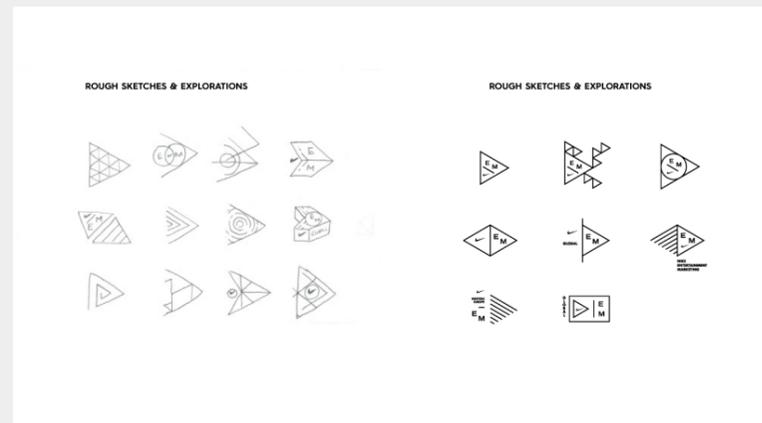
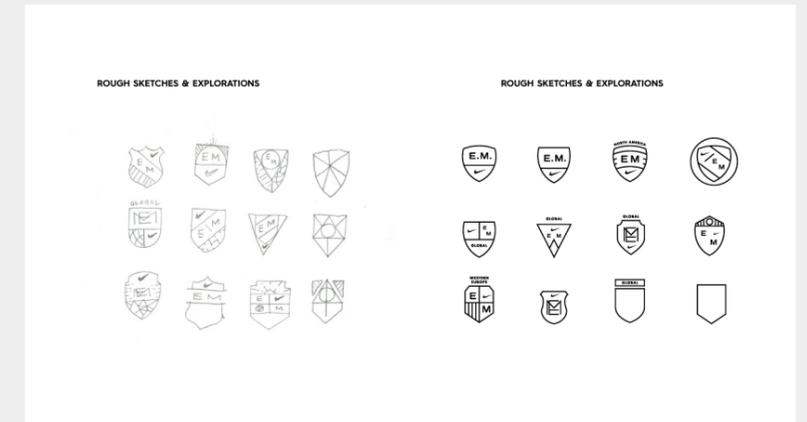
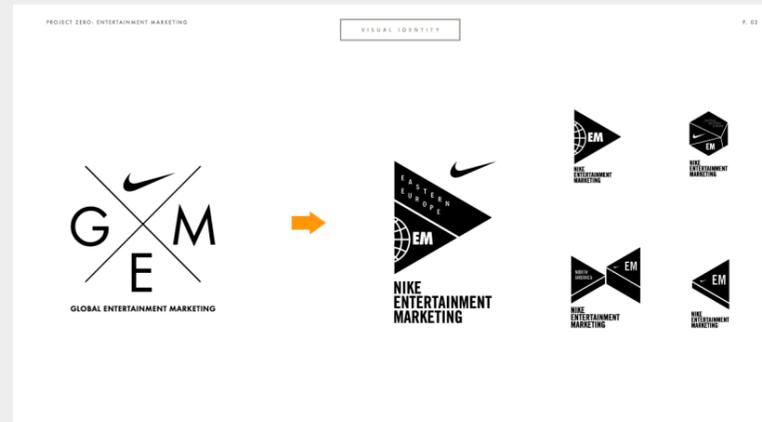
DO NOT alter the angle of the Symbol.

Logo

Symbol

Wordmark

# Nike



# USA Today

### DONUT AND PIE CHARTS

**WHEN TO USE**  
**DATA RELATIONSHIP:** Part to whole.  
 Pie charts and donut charts are used in much the same way. A few differences to note:  
**Donut charts** are better for displaying small values, or **pie charts** can become visually cluttered in the center with a multitude of lines in close proximity.

The total value can be placed in the middle of a donut chart.

**SMARTPHONES**  
 Sales by Operating System in 2013  
 Consectetur adipiscing elit. Suspendisse at amet leo dolor, ac feugiat tortor. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Suspendisse at amet leo dolor, ac feugiat tortor.

UNITS SOLD  
**491M**

- ANDROID 75.4%
- IOS 14.8%
- SYMBIAN 8.2%
- OTHER 2.6%

**IOWA PRIMARY**  
 Results of the 2012 Iowa Primary  
 Consectetur adipiscing elit. Suspendisse at amet leo dolor, ac feugiat tortor. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Suspendisse at amet leo dolor, ac feugiat tortor.

- DEMOCRAT 28.4%
- REPUBLICAN 28.2%
- OTHER 18.5%
- BALL 24.9%

### LABELING

**ANNUAL INCOME**  
 Annual Income of Dead Celebrities  
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**VALUES**  
 Values: Future Today, Normal, white, make bold when possible.

**CONNECTION LINE**  
 Stroke 1px, 20% gray. Distance between label and dot: 20 px.

**CATEGORIES**  
 Text should be aligned with categories.

### KEYS AND ICONOGRAPHY

**TYPES OF KEYS**

**CATEGORIES**  
 ANDROID, WINDOWS, IOS, SIB

**VALUE RANGES**  
 75%, 77%, 79%, 81+

**VALUES**  
 1, 2, 3, 4

**CATEGORIES WITH VALUES**  
 ANDROID 46.3%, IOS 30.8%, WINDOWS 4.6%, SIB 14.3%

**OTHER**  
 HORIZONTAL ALIGNMENT: Includes 20 px buffer between the end of one label and the start of the next.  
 VERTICAL ALIGNMENT: All labels in columns should be left-aligned with each other. Includes a 20 px buffer between columns.  
 HORIZONTAL ALIGNMENT: The circle should be to the left of the label with a 15 px gap between the two.  
 40-0-40P: Use equal increments when showing ranges, tend to use decimal place unless more is necessary.  
 50-0-50P: Circle should be 50% px unless a specific icon is used.

**EXAMPLES OF ICONS**  
 APP, NEWS, HOME, SHOP, CAR, EVENT, BIZZARD, EARTHQUAKE, CONFERENCE

### INTERACTIVE ELEMENTS

**BUTTONS**  
 HURRICANES, BLIZZARDS, EARTHQUAKES

**TABS**  
 ARMY, NAVY, MARINES

**SLIDER**  
 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012

**TIME LAPSE**  
 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012

**TOGGLE**  
 OFF, ON

**PLACEMENT**  
 Buttons, toggles, and tabs should appear above charts. Line type and colors should appear below.

**ROLOVER SELECTED STATE**  
 50% gray multiplied over selected item.

**NAVIGATION**  
 20 px tall by 10 px wide, 10 px equilateral triangle.

**ADDITIONAL MEDIA INDICATORS**  
 PHOTO, VIDEO, AUDIO. Other icons can include a circle around them to indicate that they also contain additional media.

### LABELING

**FRUIT SALES**  
 Apple, Pear and Kiwi Sales in the U.S.  
 Consectetur adipiscing elit. Suspendisse at amet leo dolor, ac feugiat tortor. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Suspendisse at amet leo dolor, ac feugiat tortor.

**LABELS**  
 Lines should be labeled at their end on the right side of the graph. Label type should match the color of the line.

**DATE LINE**  
 Date line indicates roll out interactivity.

### COMBINING CHARTS

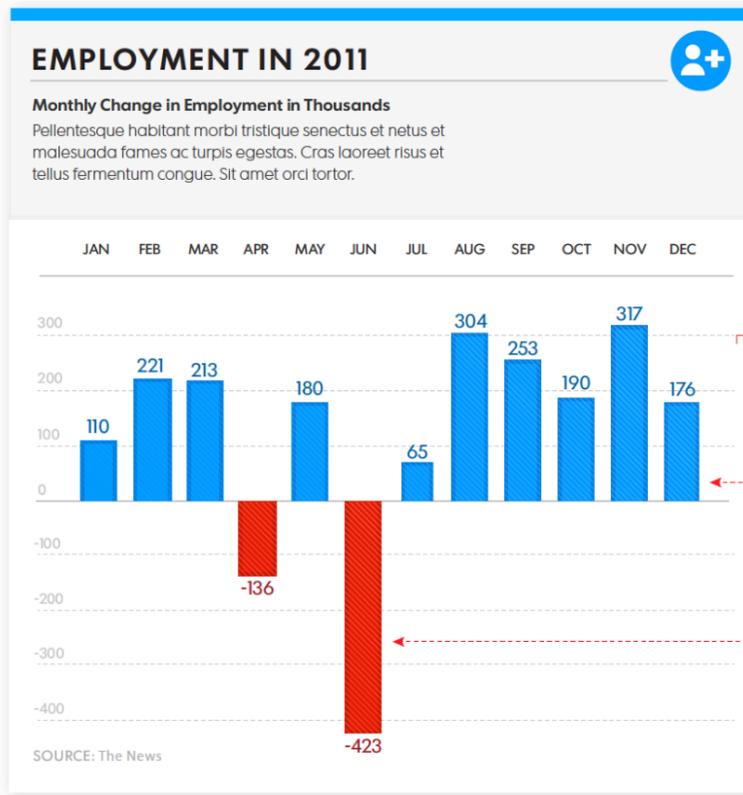
**UNEMPLOYMENT**  
 Unemployment rates by state.  
 Consectetur adipiscing elit. Suspendisse at amet leo dolor, ac feugiat tortor. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Suspendisse at amet leo dolor, ac feugiat tortor.

**MULTIPLE CHARTS IN ONE LAYOUT**  
 Can be side-by-side in the same format. Can be top-to-bottom or bottom-to-top. All charts should have their own space and should be given sufficient room as they will never overlap another chart. Rules can be used to divide the space between charts. Includes a 10 px buffer space between the rule and the chart.

**USE OF IMAGES**  
 Provides at least a 10 px border around all sides that no other objects should fall within.

**DO NOT**  
 Stretch photos. Use photos as backgrounds. Place type on photos.

## DIMENSIONS AND STYLING

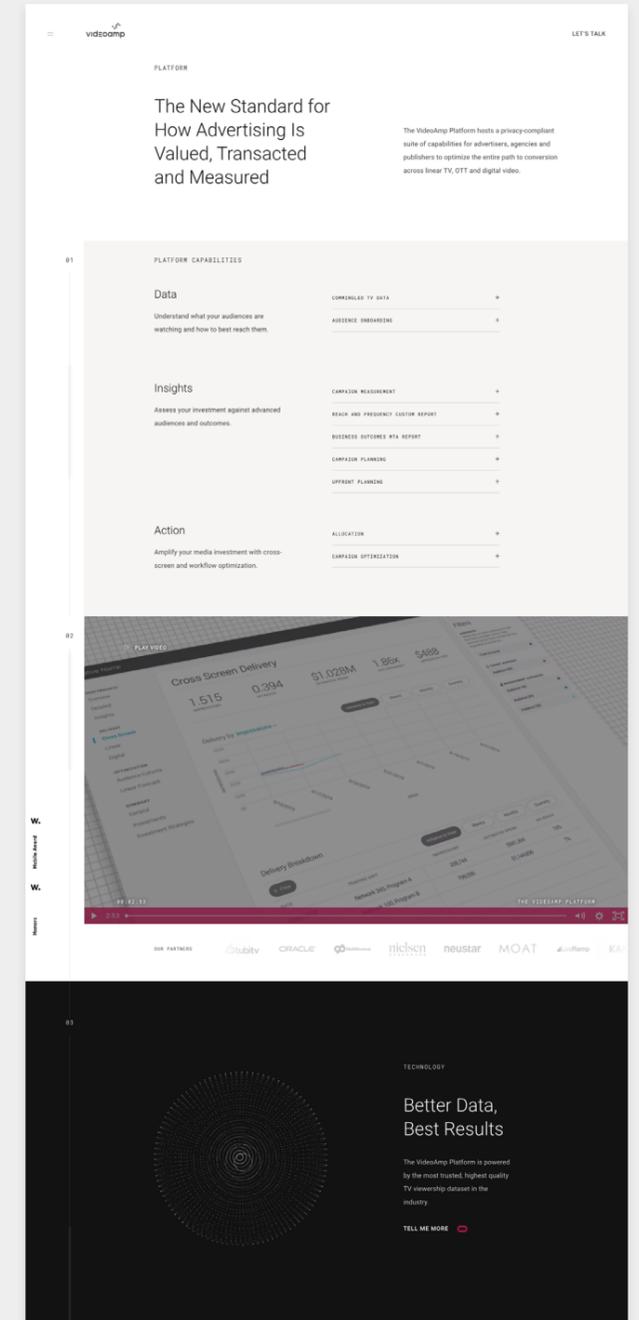
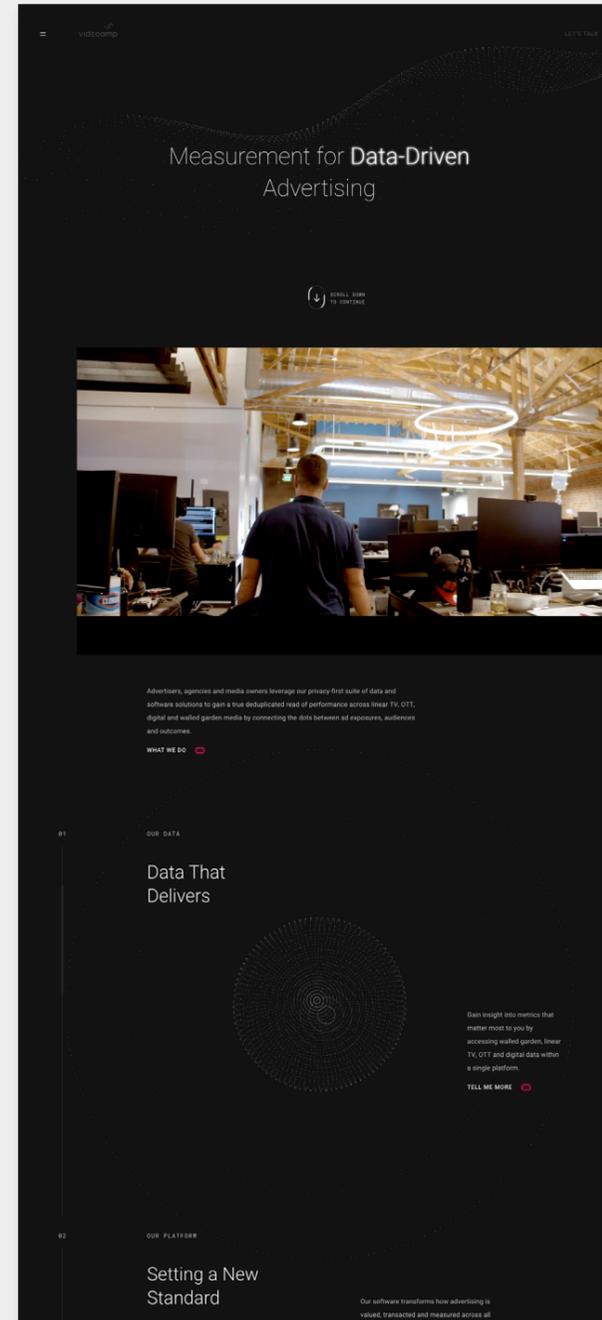
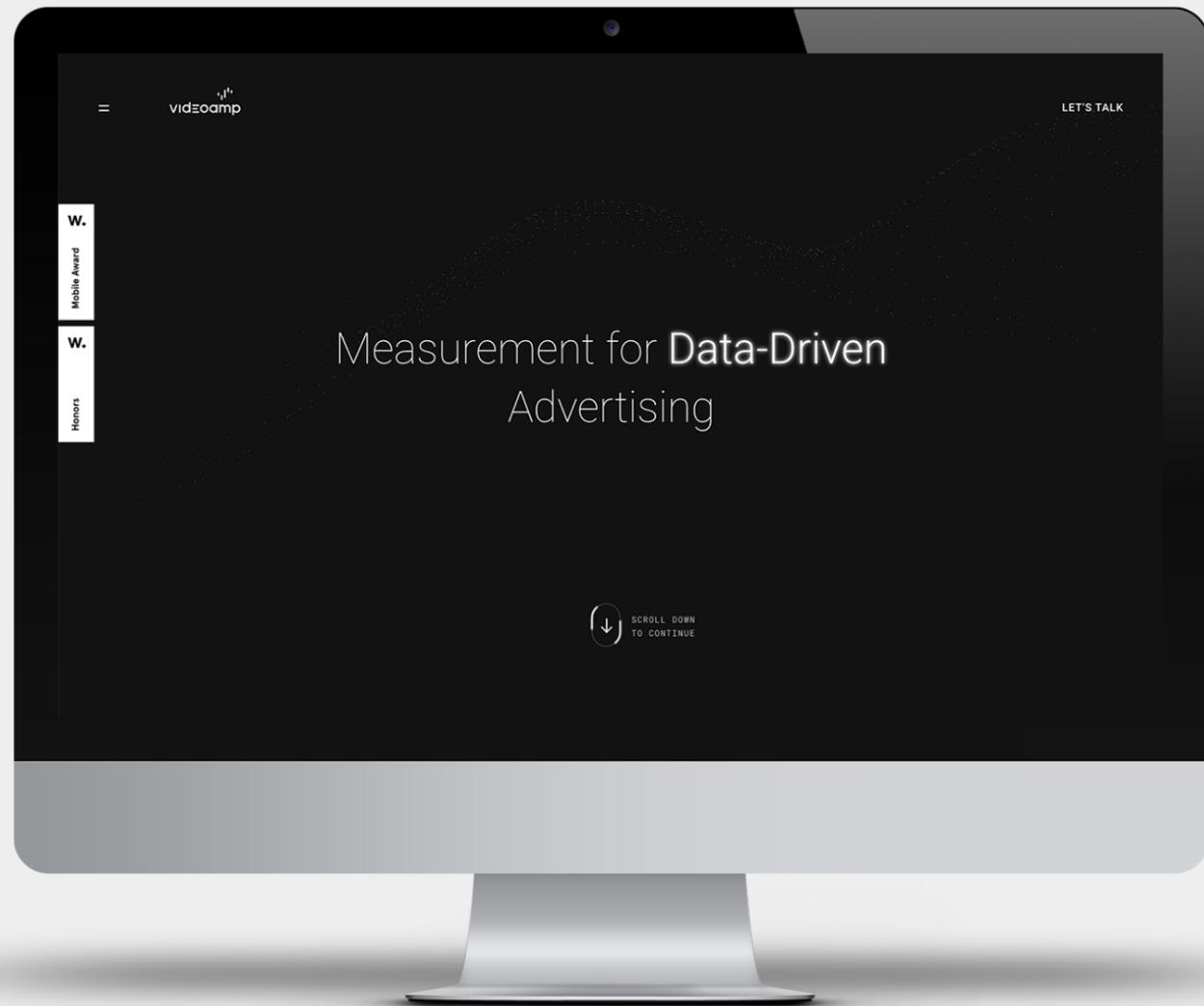




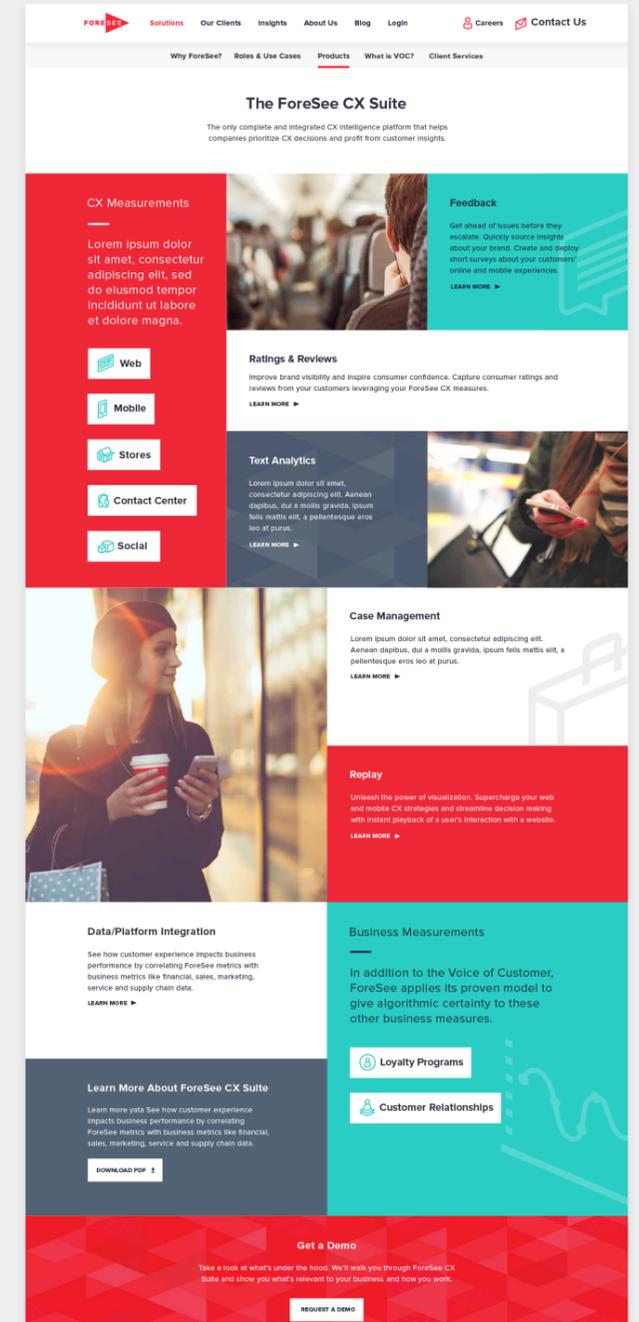
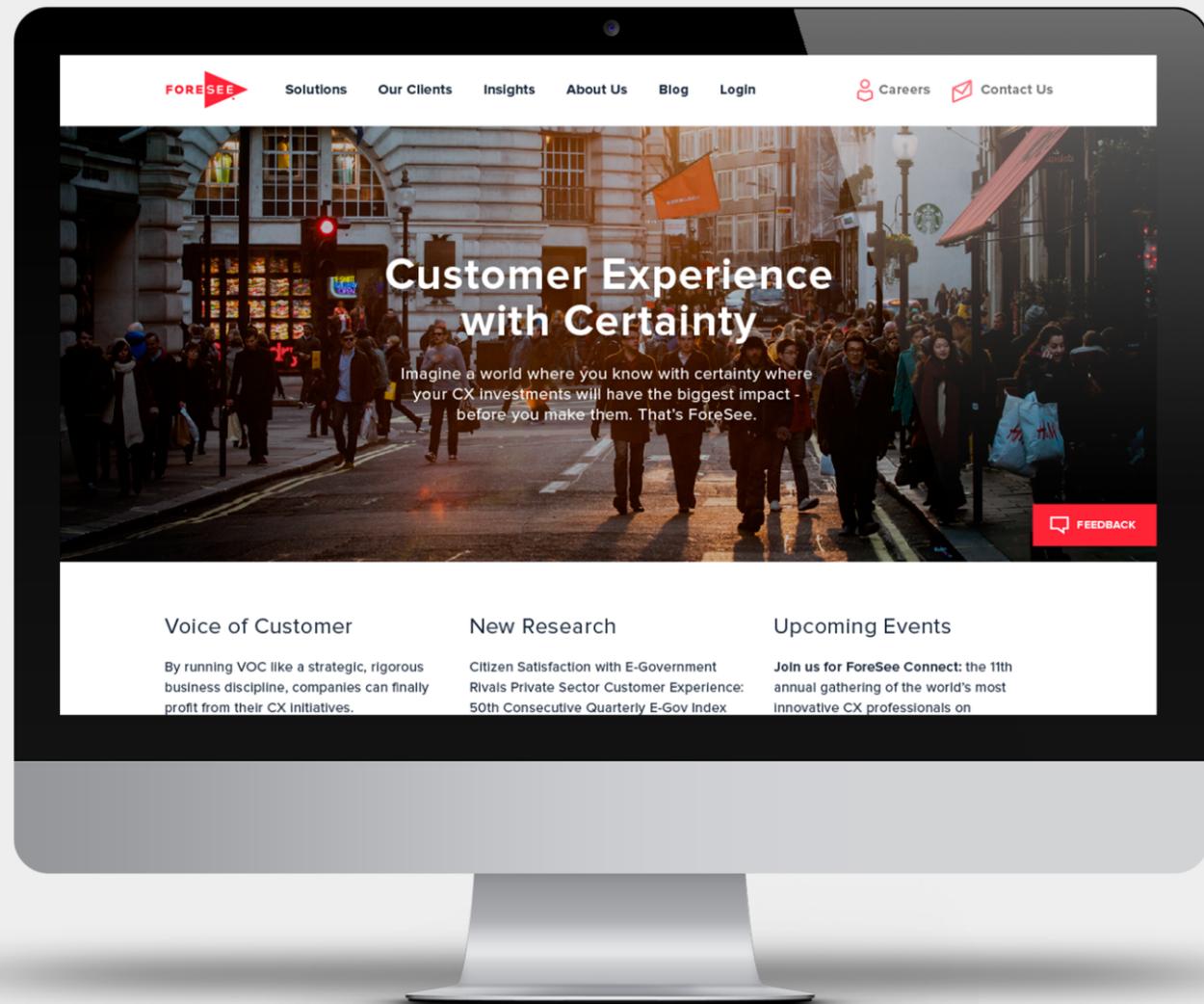
Creative Content

# Web Design + Development

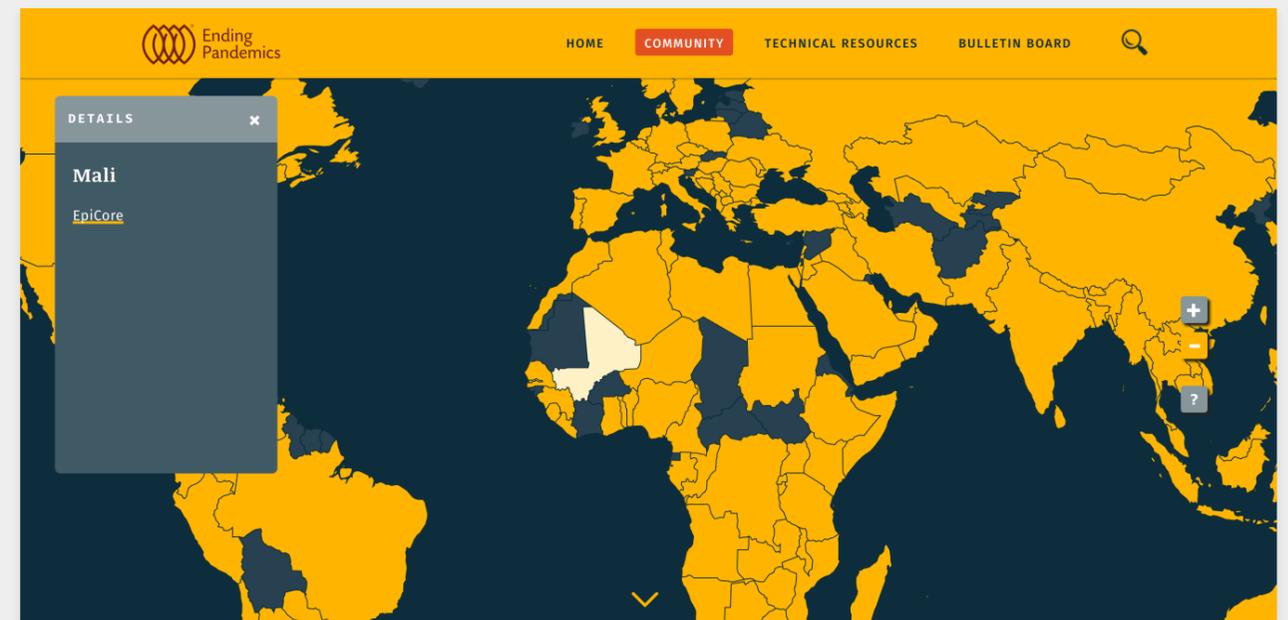
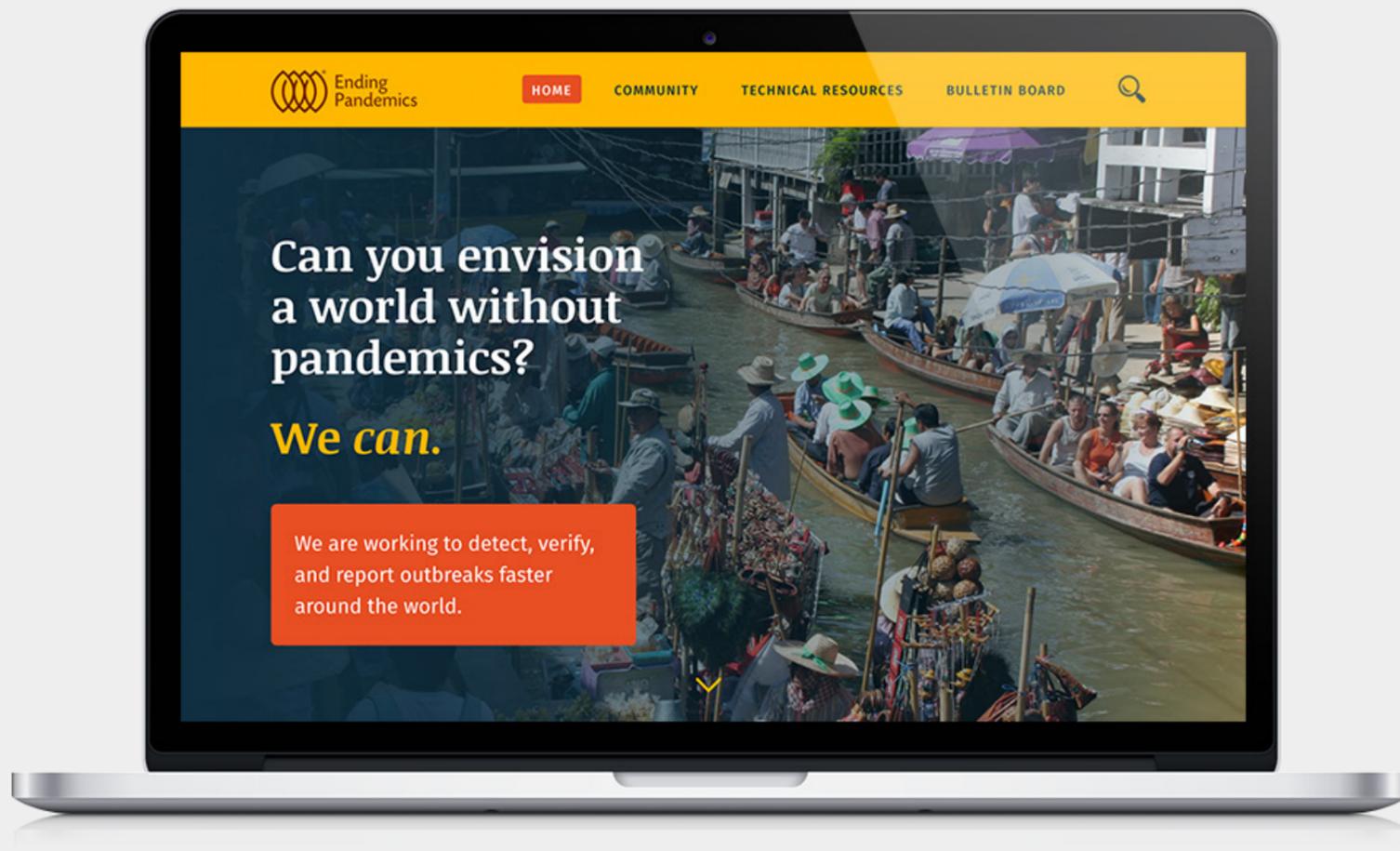
# VideoAmp



# ForeSee



# The Skoll Foundation

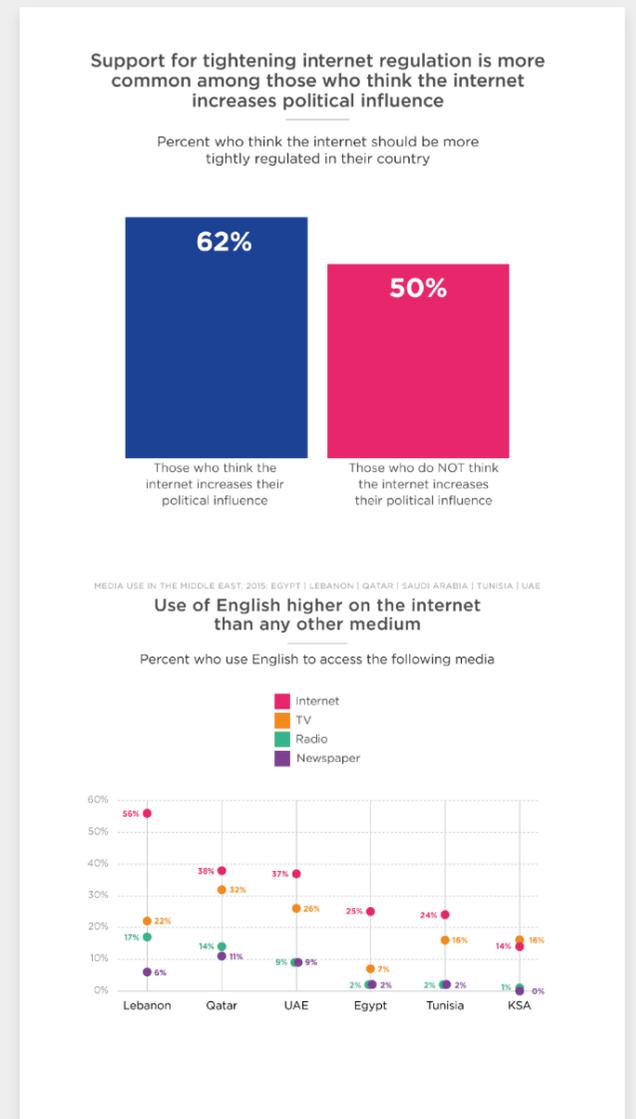
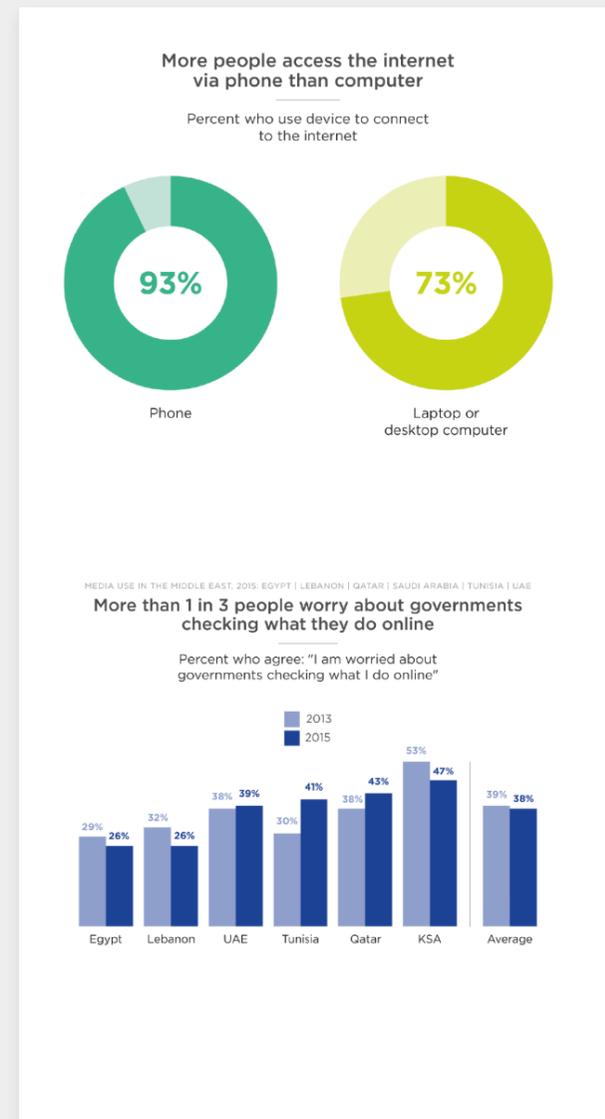




Creative Content

# Data Visualization

# Northwestern University



# The World Bank

## World Bank Education Knowledge (since 2000)

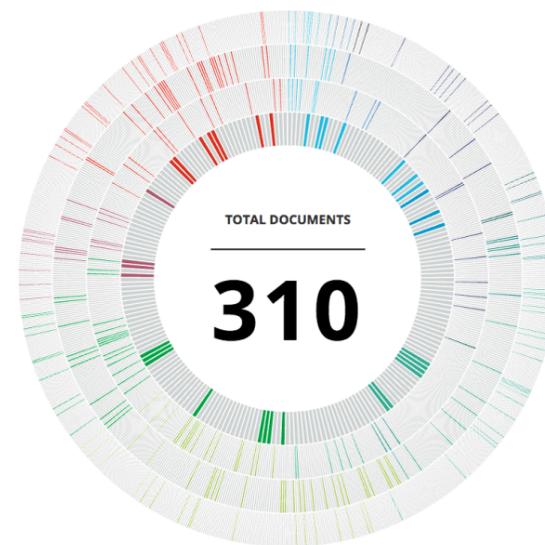
Filter By  
 Education Area Document Type Region Education Level

Filters Selected  
 EAST ASIA & PACIFIC

Search...

### Search Results

- SABER Student Assessment Solomon Islands Country Report 2016 | Solomon Islands | Student Assessment | Education System Assessment
- SABER Student Assessment Samoa Country Report 2014 | Samoa | Student Assessment | Education System Assessment
- SABER Student Assessment Papua New Guinea Country Report... | Papua New Guinea | Student Assessment | Education System Assessment
- SABER Student Assessment Brunei Darussalam Country Report... | Brunei Darussalam | Student Assessment | Education System Assessment
- How Shanghai does it: insights and lessons from the highest-ra... | China | Student Assessment | Education System Assessment
- Vietnam - Enhancing teacher education program : technical... | Vietnam | Teachers | Publication



### Education Areas: Learn More

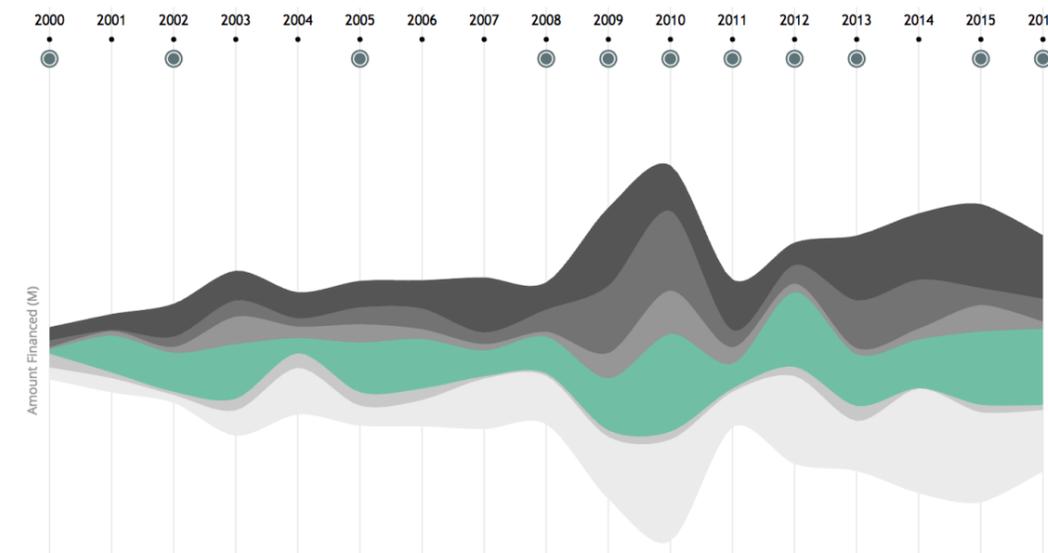
- Early Childhood Development
- Education Management Information Systems
- Education Resilience
- Engaging the Private Sector
- Equity and Inclusion
- ICT
- School Autonomy and
- School Finance
- School Health and School Feeding
- Student Assessment
- Teachers
- Tertiary Education
- Workforce Development

## World Bank Education Financing

LATIN AMERICA & CARIBBEAN ALL YEARS  
 TOTAL: **11,642** MILLION  
 BASIC: 6,894  
 SEC/VOTECH: 2,377  
 TERTIARY: 2,371

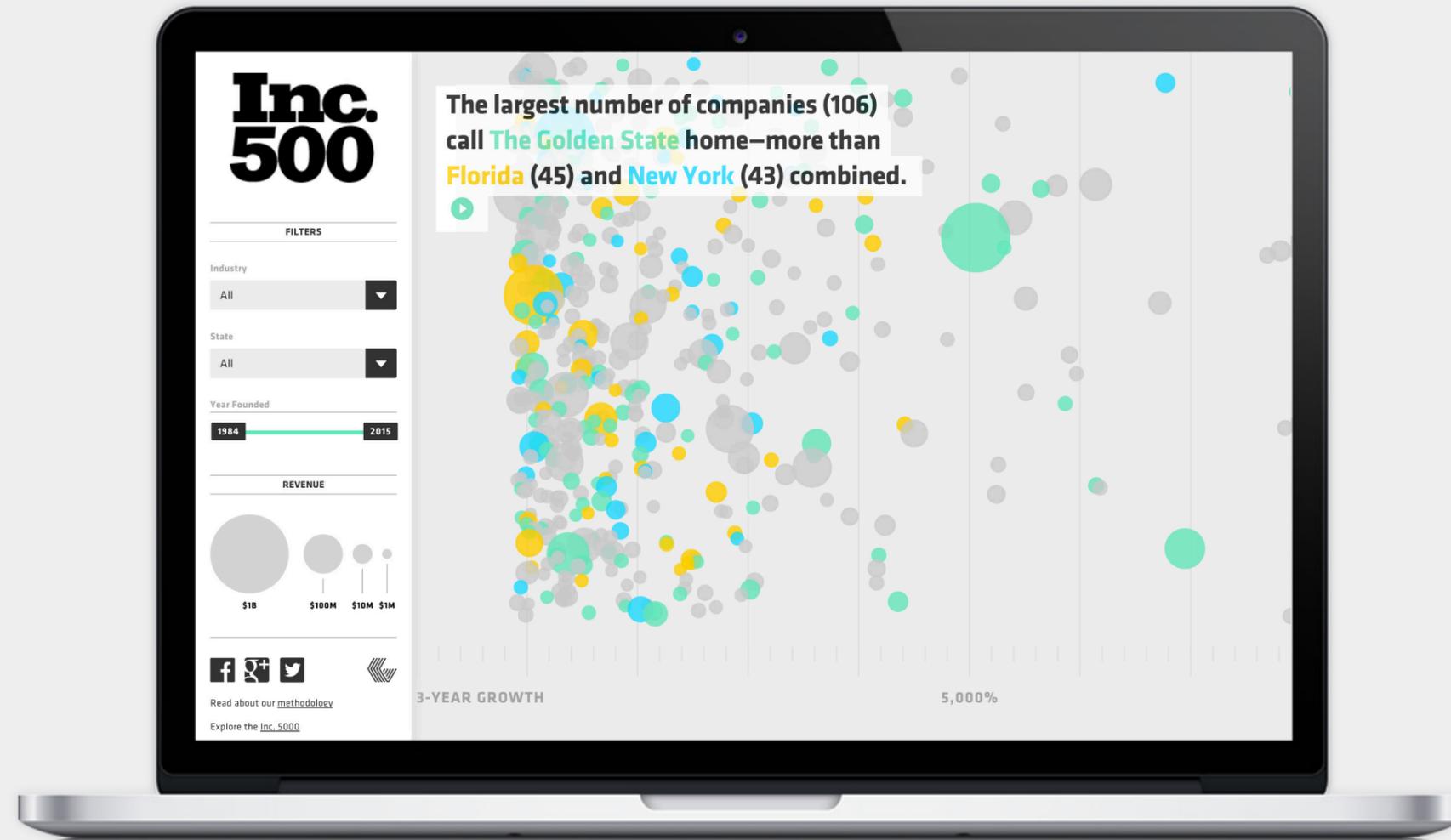
HIGHLIGHTS

Regions  
 Africa East Asia & Pacific Europe & Central Asia **Latin America & Caribbean** Middle East & North Africa South Asia



**Latin America & Caribbean**  
 All Years  
 PROJECTS  
**246**

# Inc. 500





Creative Content

# Infographics

# Course Hero

Novel
Drama



## Go Tell It on the Mountain

Author  
James Baldwin

Year Published  
1953

Original Language  
English

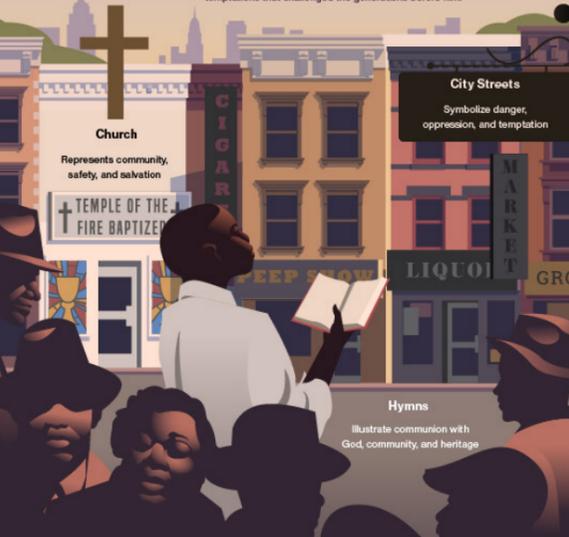
**SYMBOLS**

**Body vs. Soul** On the cusp of his 14th birthday, John Grimes struggles with daily life in 1930s Harlem. His desire to please his family and fulfill his duties in his church are at odds with the temptations of the flesh—sexual and financial—the same temptations that challenged the generations before him.

**Church**  
Represents community, safety, and salvation

**City Streets**  
Symbolize danger, oppression, and temptation

**Hymns**  
Illustrate communion with God, community, and heritage



**Main Characters**



**Gabriel**  
Deacon and John's father; preaches family to relieve his guilt



**Elizabeth**  
John's mother; tries to absolve her past by caring for her family



**Florence**  
John's aunt; resents her mother's favoritism toward Gabriel



**Rachel**  
John's grandmother; tries to keep her last two children together



**Roy**



**John**



**Elisha**

300+ and counting

Play
Drama



## Who's Afraid of Virginia Woolf

Author  
Edward Albee

First Performed  
1962

Original Language  
English

**OVERVIEW**

**The Breakdown of a Marriage** Set in a college town in the early 1960s, *Who's Afraid of Virginia Woolf?* describes the night George and Martha, a college professor and his wife, invite a young couple, Nick and Honey, to their home after a faculty party. With Nick and Honey as their unwitting audience, George and Martha act out the strife in their wretched marriage.

**Act I: Fun and Games**  
George and Martha draw Nick and Honey into their sick games.

**Act II: Walpurgisnacht**  
George and Martha turn on Honey and Nick as Martha and Nick pair off.

**Act III: The Exorcism**  
The couples' secrets about their marriages are revealed.

**Main Characters**



**George**  
Middle-aged history professor



**Martha**  
Voluptuous woman, daughter of the college president



**Nick**  
Handsome young biology professor



**Honey**  
Timorous, young, and "slim-tipped" woman

**Author**



**EDWARD ALBEE**  
BORN 1928

One of the world's most celebrated playwrights, Albee has won multiple Pulitzer Prizes and Tony Awards.

His works strike a chord with their realistic and absurd reflections of the modern condition. In 1985 he was inducted into the American Theatre Hall of Fame.

**Symbols**

**Education**  
Represents the central focus of the characters' lives; fails to bring wisdom or fulfillment

**Children**  
Represent the couples' mutual desire to have kids in the belief children will bring joy

Children's Literature
Fiction



## The Jungle Book

Author  
Rudyard Kipling

Year Published  
1894

Original Language  
English

**THEMES**

**Law of Survival in the Animal World** Set in a variety of animal habitats, including ones that overlap or clash with humans, *The Jungle Book* is a collection of stories about respect, rules, and the language of survival shared among animals. As the young humans in these tales come of age, they learn to follow the lead of animals rather than struggling against them.

**Coming of Age**  
Although characters begin as young children, they learn how to survive without the aid of their parents or their "pack."

**Law & Obedience**  
The Law of the Jungle allows many different animals to thrive in the same place—as long as everyone obeys it.

**Animal & Human Interactions**  
Mowgli and others show how interactions between animals and humans can succeed through understanding and respect—or fail because of indifference and harmful interactions.

**Main Characters**



**Baloo**  
Sleepy bear; helps wolf cubs and teaches Mowgli the Law of the Jungle



**Bagheera**  
Protective black panther; keeps Mowgli safe from harm



**Kaa**  
Cunning rock python; scares everyone but saves Mowgli from the Monkey People



**Mowgli**  
Fearless boy raised by a wolf pack; lives in the jungle and vows to kill Shere Khan



**Shere Khan**  
Lame tiger; eats people and tries to take Mowgli from the wolves



**Rikki-tikki-tavi**  
Curious house mongoose; saves a family from two deadly cobras



**Little Toomal**  
Young son of an elephant driver; sees elephants' secret dance

# Marketo

SEE IT LIVE

# eBay

# LinkedIn

# Microsoft

## VIRTUAL REALITY

A Fresh Perspective for Marketers

Virtual reality (VR) is poised to make a big impact on marketing in 2017. Smart B2C and B2B brands will be on the forefront of the movement, leveraging VR for marketing and exploring best practices, and will continue to look for new ways to use it in the future.

**The Power of VR Is Within View**

While VR might seem like a new or near-future technology for consumers, marketers are taking notice.

**Projected VR Active-User Growth<sup>1</sup>**

Year	Active Users
2015	6.7M
2016	45M
2017	90M
2018	171M

VR product revenue is forecasted to reach \$4.6B in 2017.<sup>2</sup>

Brands are starting to realize the power of VR marketing:

**30%**

**Crafting VR for Your Audience**

From virtually test driving a car to experiencing a sneak peek of a conference before you register, VR marketing can capture and nurture buyers at a number of stops along the customer journey. Here's how some brands have used VR and which industries have leveraged the most success.

<sup>1</sup>of Forbes Global 2000 consumer-facing companies will experiment with augmented reality and VR marketing in 2017.<sup>2</sup>

## 10 USES FOR FRUITCAKE

That Don't Involve Eating It

Each year, your neighbors walk around the block handing out dense, stale loaves of what appears to be colorful bread—but you quickly realize it's not bread at all. It's a loaf of disdain, a loaf of spite, a loaf of scorn. It's a fruitcake. There's no greater way to tell someone, "I know nothing about you and didn't know what to get you."

But don't fret! We've found 10 ways to use the world's worst gift to your advantage without ever having to take a bite.

### Anatomy of a Fruitcake

- 5 Eggs
- 4 TBS Vanilla Extract
- 3 CUPS Flour
- 3 TSP Baking Powder
- 10 OZ Raisins
- 1/3 CUP Anise
- 1 LB Walnuts
- 3 CUPS DICED, Candied Pineapple
- 3 CUPS WHOLE, Candied Cherries
- 3 HAIRS, Aunt Shirley
- 1 CUP Shortening
- 1 CUP Sugar
- 1 TSPH Salt
- 2 TSP Frustration
- 1 CUP Haberd

### HAVE YOUR FRUITCAKE

*Don't Eat It, Too*

There's a pretty good chance you're getting a fruitcake from a random relative this year. Rather than wasting it, let's discuss some ways to enjoy a nice fruitcake without devouring a crumb.

- Door Stop** *\*Most popular choice*

Sick of your door swinging shut, but too cheap to spring for some astoundingly tacky wooden duck at a department store? Use a fruitcake. With its rough, dark design, people will assume it's some molten rock you found while exploring a volcanic mountain in the tropics. Tell them those bits of fruit are actually jewels. What do they know? It's not like they eat fruitcake, either.

## Blogging Meal Plan

Here is one week's worth of content for you to try. Remember, it's important to find the right, steady diet that works best for your goals.

Day	Category	Ingredients
MONDAY	Vegetables	Broccoli, bell peppers, tomatoes, cucumbers, green beans, mushrooms, onions, garlic, olive oil, salt, pepper.
TUESDAY	Meats	Bacon, sausage, ham, pork chops, chicken thighs, ground beef, turkey, lamb chops, steak.
WEDNESDAY	Whole wheat and grains	Bread, pasta, rice, quinoa, oatmeal, whole wheat flour, whole wheat rolls, crackers, granola.
THURSDAY	Condiments	Ketchup, mustard, mayonnaise, soy sauce, vinegar, hot sauce, BBQ sauce, pesto, hummus, aioli, dressing.
FRIDAY	Desserts	Cookies, brownies, cakes, pies, pastries, ice cream, donuts, candy, chocolate, fruit, nuts, cream, frosting.
SATURDAY	Vegetables	Broccoli, cauliflower, zucchini, eggplant, asparagus, spinach, kale, mushrooms, onions, garlic, olive oil, salt, pepper.
SUNDAY	Rest Day	Relaxation, meditation, reading, walking, journaling, yoga, stretching, napping.

**A Big Payoff**

**+82%**

of marketers who blog on a daily basis see improved ROI.

## ISS Facts

**AT THE TIME OF THE ISS' 10<sup>TH</sup> ANNIVERSARY, THE STATION'S ODOMETER READ MORE THAN 1.5 BILLION STATUTE MILES (THE EQUIVALENT OF EIGHT ROUND TRIPS TO THE SUN), OVER THE COURSE OF 27,100 ORBITS AROUND THE EARTH.**

**ASSEMBLING THE ISS REQUIRED THE INSTALLATION OF 159 COMPONENTS, WHICH TOOK 168 SPACEWALKS, OR MORE THAN 1,000 HOURS (EQUIVALENT TO 44 STRAIGHT DAYS OF WORK).**

**THE ISS PLAYS HOST TO THE ALPHA MAGNETIC SPECTROMETER (AMS), THE LARGEST, HEAVIEST INSTRUMENT EVER FLOWN IN SPACE, DESIGNED TO SEARCH FOR EVIDENCE OF DARK MATTER.**

**THE SOLAR ARRAY'S WINGSPAN IS 240 FEET, LONGER THAN THAT OF A BOEING 777 MODEL.**

**MEASURING 357 FEET END-TO-END, THE LENGTH AND WIDTH OF THE ISS IS ABOUT THE SIZE OF A U.S. FOOTBALL FIELD. TRY DOING A 40-YARD DASH IN A SPACE SUIT!**

**THE 75 TO 90 KILOWATTS OF POWER (THAT'S ENOUGH TO POWER MORE THAN 40 HOMES) FOR THE ISS IS SUPPLIED BY AN ACRE OF SOLAR PANELS.**

**MORE THAN 100 TELEPHONE BOOTH-SIZED RACK FACILITIES CAN FIT IN THE ISS FOR OPERATING THE SPACECRAFT SYSTEMS AND RESEARCH EXPERIMENTS.**

**THE ISS WEIGHS ALMOST 1 MILLION POUNDS, EQUIVALENT TO NEARLY 520 AUTOMOBILES.**

**THE ISS IS VISIBLE TO THE NAKED EYE DAILY, BEFORE SUNRISE AND AFTER SUNSET AS A SHIMMERING, BRIGHT WHITE DOT, CROSSING THE SKY IN 3 TO 5 MINUTES.**

**THE ISS EFFORT INVOLVES MORE THAN 100,000 PEOPLE IN OVER 30 COUNTRIES AND IN 16 COUNTRIES, THAT'S ALMOST HALF OF THE ENTIRE POPULATION OF NORTH AMERICA.**



Creative Content

# Microcontent

# Dropbox

## The future of work

Researchers at the University of Oxford studied the automation probability of various occupations. Jobs that require creative and social intelligence fall near the center of the circle. These are often characterized as knowledge work, and are least likely to be automated.



Download our *Get wise beyond your peers* eBook to learn more about your team.

## Manager

You're a conqueror of the complex, a deft coordinator and talented delegator.

**Most likely industry:** Technology  
**Least likely industry:** Legal

### Needs support:

- Fighting fires, distractions and interruptions
- Managing deadlines, budgets and logistics
- Communicating with teammates and vendors across time zones

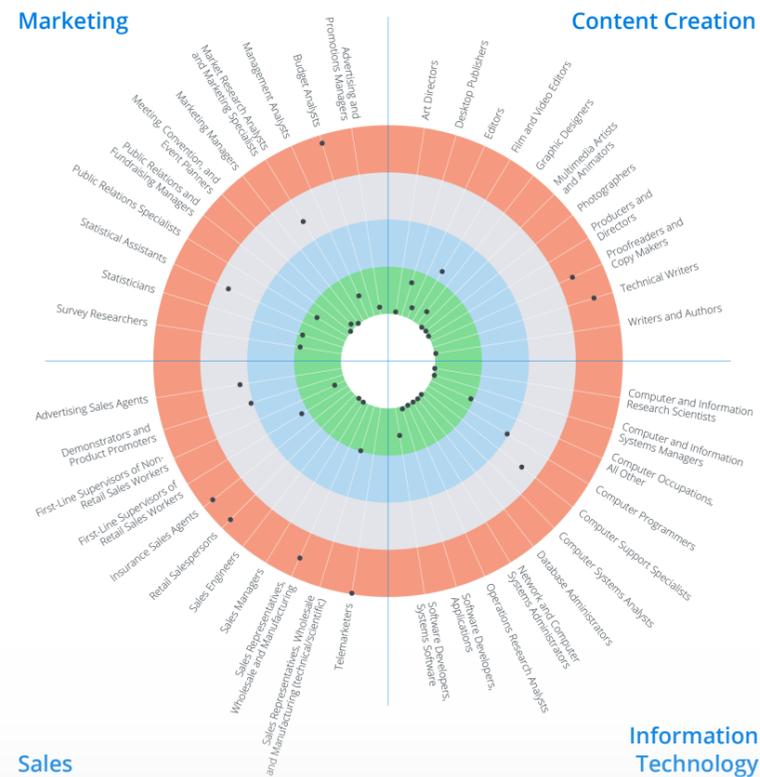


38% manage teams, while 50% are **part of** teams led by others.

Download our *Get wise beyond your peers* eBook to learn more about your team.

## The future of work

Researchers at the University of Oxford studied the **automation probability of various occupations**. Jobs that require creative and social intelligence fall near the center of the circle, and are least likely to be automated.<sup>2</sup>



Sales

Information Technology

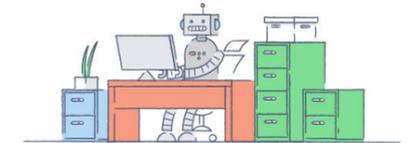
## Get wise beyond your peers

Companies that optimize for the needs of modern employees will succeed in the changing workplace



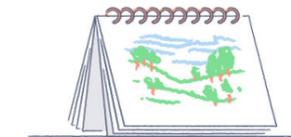
### The way we work is evolving

Machine learning is changing how we do business, as activities become automated and jobs are redefined. But it doesn't mean we're going to be replaced by machines.



The hardest activities to automate include<sup>1</sup>:

- Managing people
- Producing creative work
- Applying expertise to decision-making and planning



### A need for knowledge workers

Amid the rise of automation, knowledge workers who use information to solve problems, collaborate, create, and make decisions will become more valuable than ever.



## The future of work

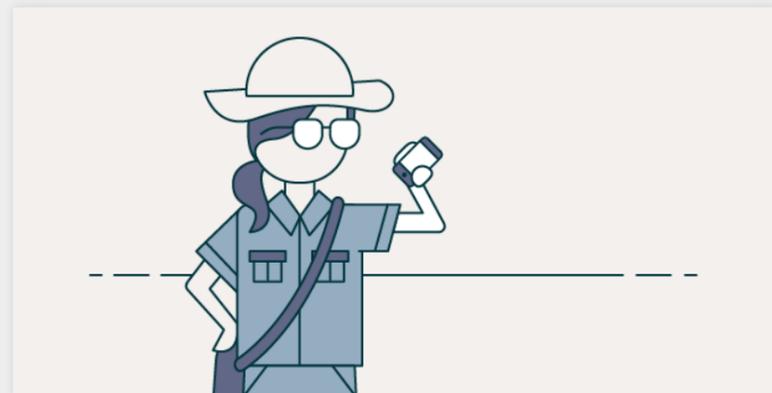
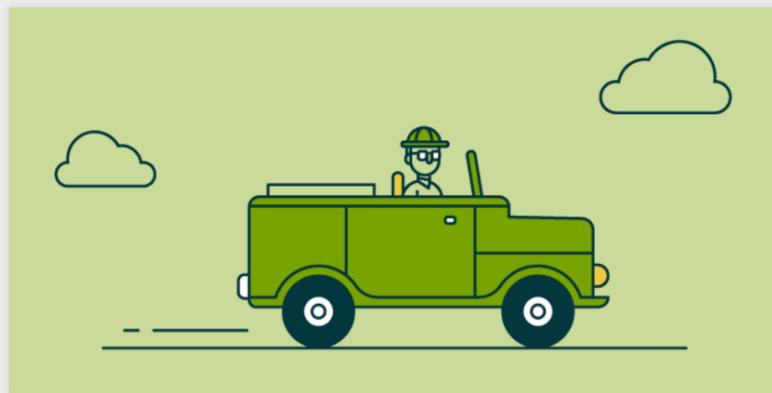
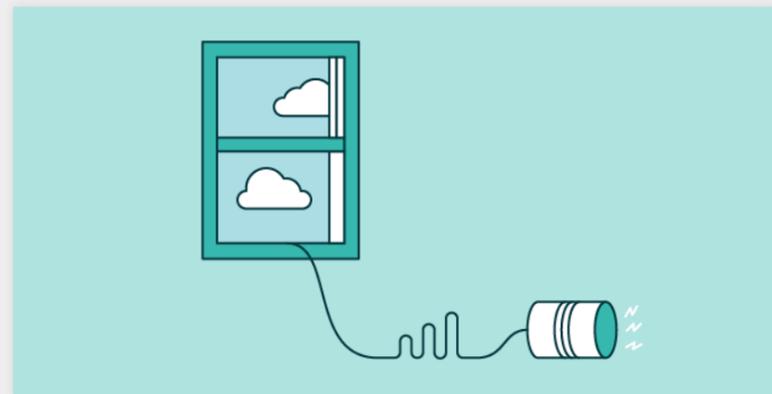
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Marketing

Content Creation

# Zendesk



Blog Product Best Practices Zendesk Tips News your email here

## Improving the customer experience

### How video can enhance self-service

June 21, 2017  
Best Practices, Customer experience, Support, Zendesk Products

The human brain processes video at astounding speeds. Try using it in your support pages.

### A customer experience definition

June 19, 2017  
Best Practices, Customer experience

Some companies struggle with agreeing on a customer experience definition. But actually delivering a great one is truly the difficult part.

### Maximize customer service training

June 19, 2017  
Best Practices, Customer service leadership, Team management

Correctly investing in customer service training not only ensures that customers receive the best possible service, but agent turnover is reduced.

### Building trust with automatic answers

June 16, 2017  
Best Practices, Customer service leadership, Guide, Zendesk Products

Automatic answers are exactly what they sound like: they're answers that are immediately given to a customer without any agent interaction.

### Are proactive chat scripts the answer?

June 16, 2017  
Agent experience, Best Practices, Chat, Customer experience, Zendesk Products

How your agents handle the delicate back and forth of a live chat conversation matters. Some may say proactive chat scripts are the answer. But are they?

### Deliver a seamless online customer experience

June 15, 2017  
Admin Tips, Embeddables, Support, Zendesk Products, Zendesk Tips

In this post, we'll share how you can stand out from the crowd with a better online experience for your customers.

Popular New

Costcos Ridiculously Liberal Return Policy

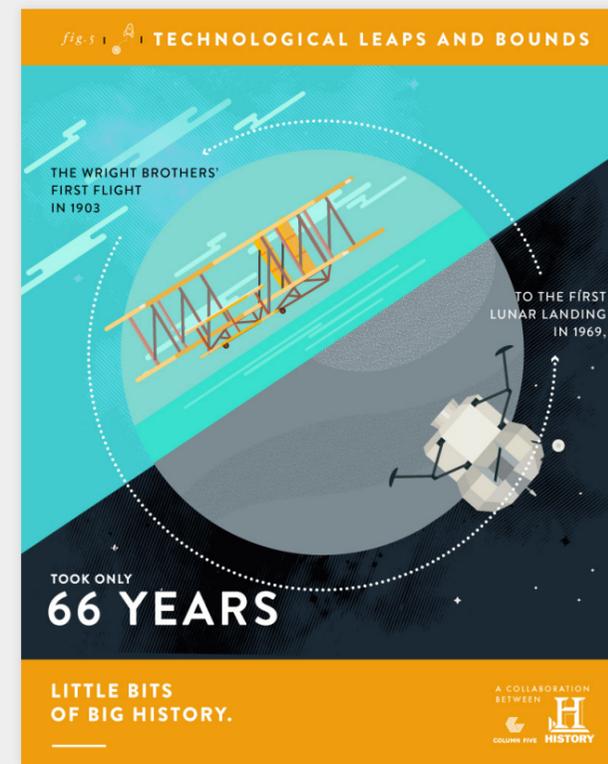
Outbound team: Welcome to the Zendesk family

What's your type? 4 types of customer service operations

5 traits of the perfect customer service employee

Because newsletters can be fun

# The History Channel





Creative Content

# Ebooks

# LinkedIn



### Why We Created a Playbook for Millennials

Today's top-performing Millennials are social leaders. And here's your chance to join their ranks. As a Millennial, you can take advantage of lots of opportunities to build your personal brand—and your company's brand—on LinkedIn.

If you're one of the 87 million Millennials on LinkedIn but you're not sure if you're getting the most out of the LinkedIn platform, this playbook is for you. Our goal is to help you build authority and thought leadership by making more meaningful connections and earning visibility in an increasingly noisy space.

That's why we've compiled LinkedIn's first Millennial Playbook, filled with exclusive insights from top Millennial marketers and enriched by LinkedIn data.

*"We are not a generation of suits and ties, but rather creators and entrepreneurs."*

FRISZ WILLIAMS  
Senior Manager, Member Marketing & Communications, Social Media, LinkedIn

### Make your LinkedIn profile pop with the following 5 key elements:

- Add a professional profile picture.
- Create a distinctive LinkedIn profile headline.
- Make your LinkedIn background photo work for you.
- Customize your LinkedIn URL, and share it everywhere.
- Tell your story through your summary and experience.

### MILLENNIALS TAKING THE WORKFORCE ON BY STORM

Our research also uncovered unique differences in researching a job. Millennial women were more likely to use social media and a company's career website to learn about the company's culture, while men were more likely to use search engines and contact someone they know at the company.

21%

For any recruiters reading this eBook (Millennials and non-Millennials alike), here's what this means for you: First and foremost, Millennials want a job that will advance their career and a benefits package to match. So, the best way to get them to work for your company is to offer both.

21% of Millennials stated the reason they left their jobs was to try out a new industry. As a recruiter, it's important to consider candidates who may be coming from outside the industry you're hiring for.

Your talent brand should be top of mind when appealing to Millennials. Use online resources, such as your career web page and social media accounts, to convey information about your company and its culture.

<https://business.linkedin.com/talent-solutions/blog/insight/millennials/2015/what-you-need-to-know-to-hire-millennials>

### Checklist for Social Success

- Optimize your LinkedIn profile
- Make meaningful connections
- Publish on LinkedIn
- Customize your feed by following who matters most
- Create a LinkedIn SlideShare account
- Dominate the social networking game

# Salesforce

**CHAPTER THREE**  
Sell Smarter, Sell Faster

With such an enormous industry transformation, media executives understand that embracing technology and innovation is crucial to succeed in this rapidly changing sales market.

Media CEOs strongly believe in the importance of technology:

- 89% of media CEOs believe technology is important to their business.
- 77% of media CEOs believe technology is important to their business.

71% of media CEOs think they need to be more innovative to measure the value their business is delivering.

Source: PwC

**CHAPTER TWO**  
New Channels Bring New Revenue Streams

There's a stark contrast between what media executives in agencies versus their clients believe about the importance of digital advertising. While agencies have been quick to embrace digital advertising, clients have been slower to do so.

Digital Ad Channels Are a Growing Revenue Source

2011 2012 2013 2014 2015

Source: PwC Research Center

Media advertising executives agree on a high percentage of the revenue from agencies generated by their clients' ad campaigns and spend. Additionally, agencies spend a higher percentage of their budgets, which in turn leads to more ad spend from their clients' ad campaigns.

Source: PwC Research Center

As media sales organizations' businesses become more complex and faster paced than ever before, Salesforce is empowering some of the world's largest and most innovative media companies with a next-generation solution to help ad sales teams do business more efficiently and effectively on the go—selling faster and engaging with customers more deeply.

67% of media executives think customer relationship management systems are the technology with the greatest ROI.

Source: PwC

Media organizations must focus on three key tactics to create a successful next-gen advertising platform:

- Location-based targeting
- Personalized content
- Mobile optimization

Search: \$18.8B

Mobile: \$12.4B

Native: \$7.9B

Digital Video: \$5.8B

Classifieds: \$2.5B

Local Generation: \$2B

Risk Media: \$1.3B

Sponsorship: \$1B

Source: PwC & IAB

Mobile Breakdown

% of mobile ad revenue

- Search: 33%
- Display: 44%
- Other: 23%

2015

**Next-Generation Advertising Sales**

Moving Fast in a Rapidly Evolving Advertising Sales Market

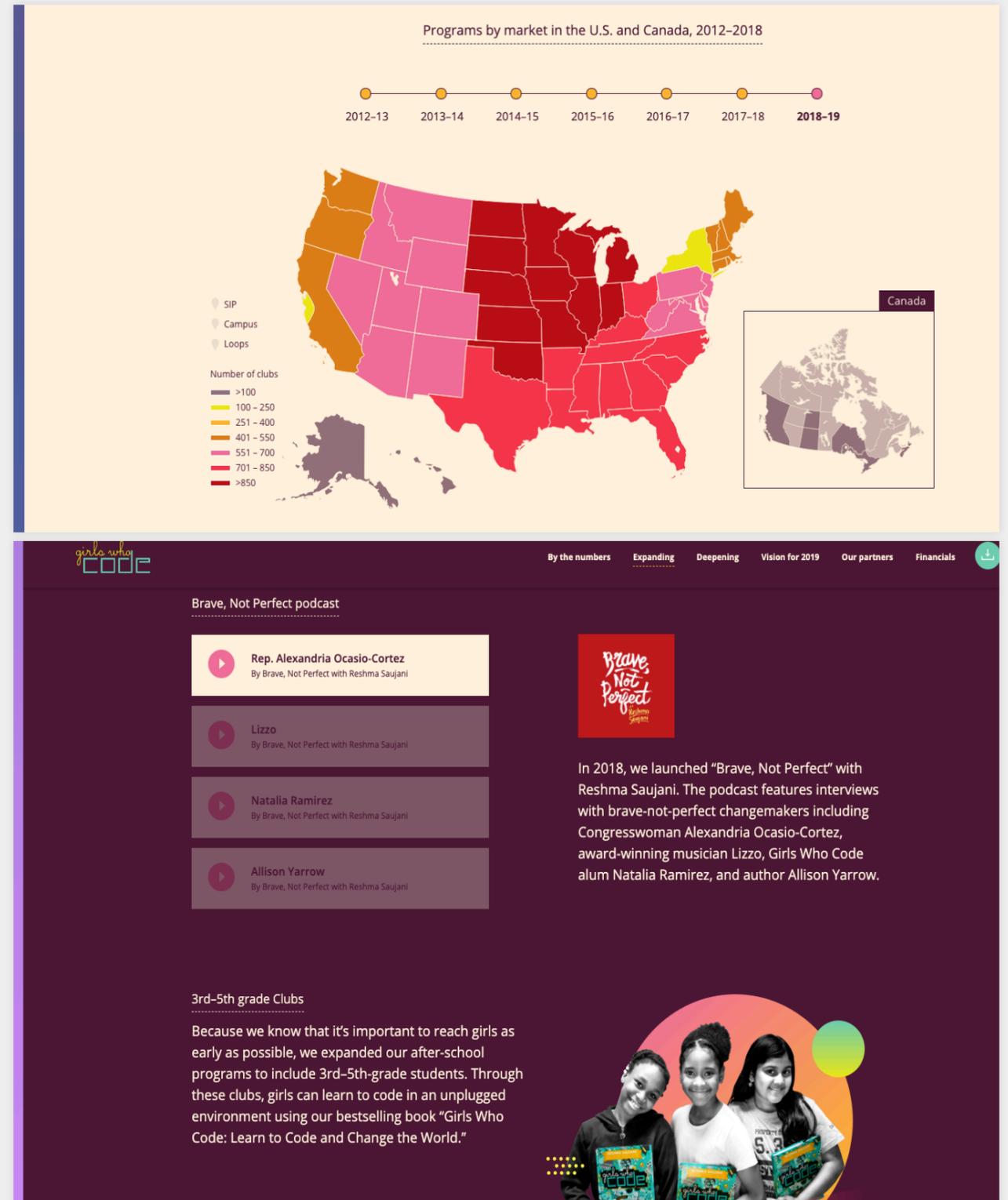
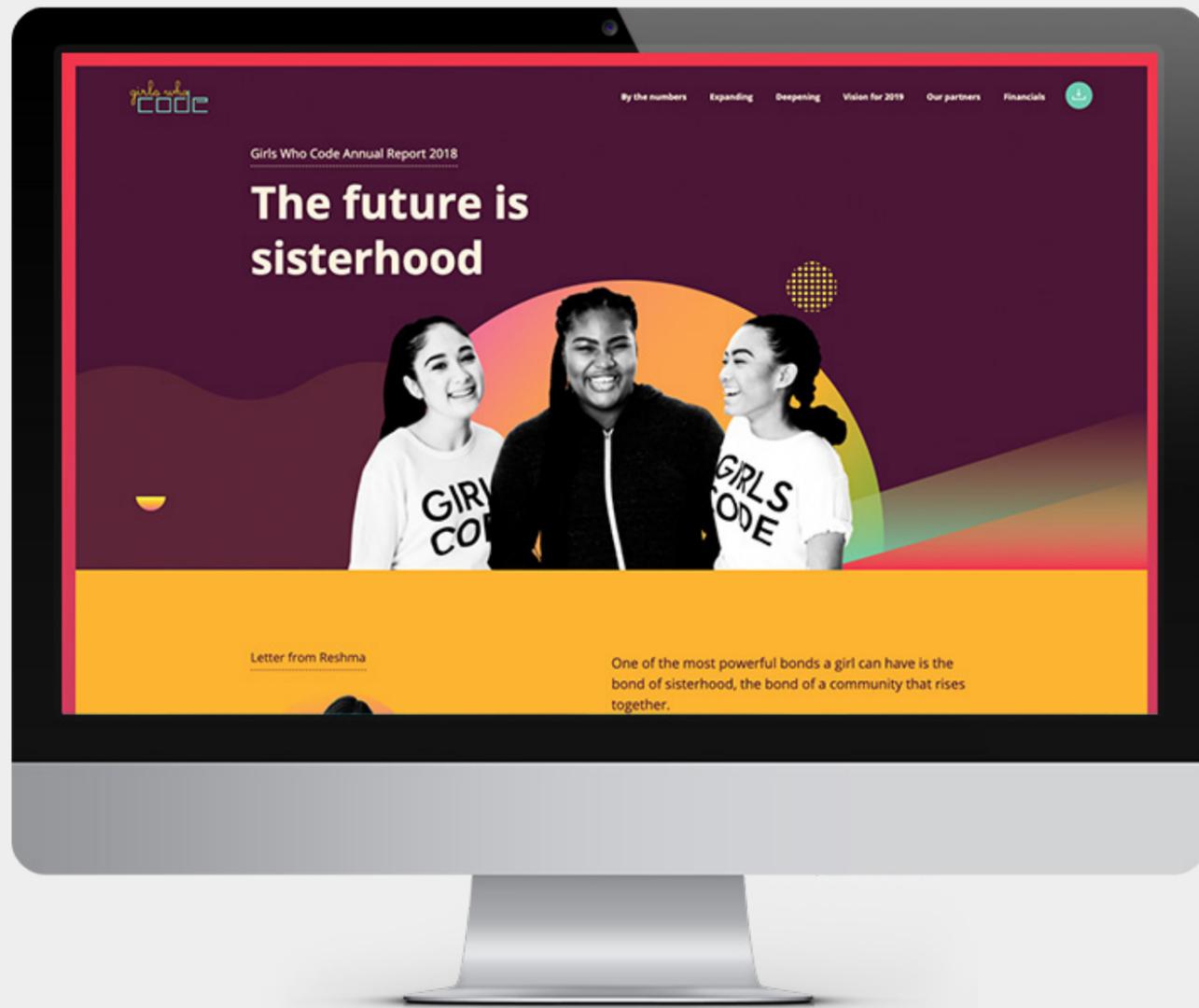
EXPLORE



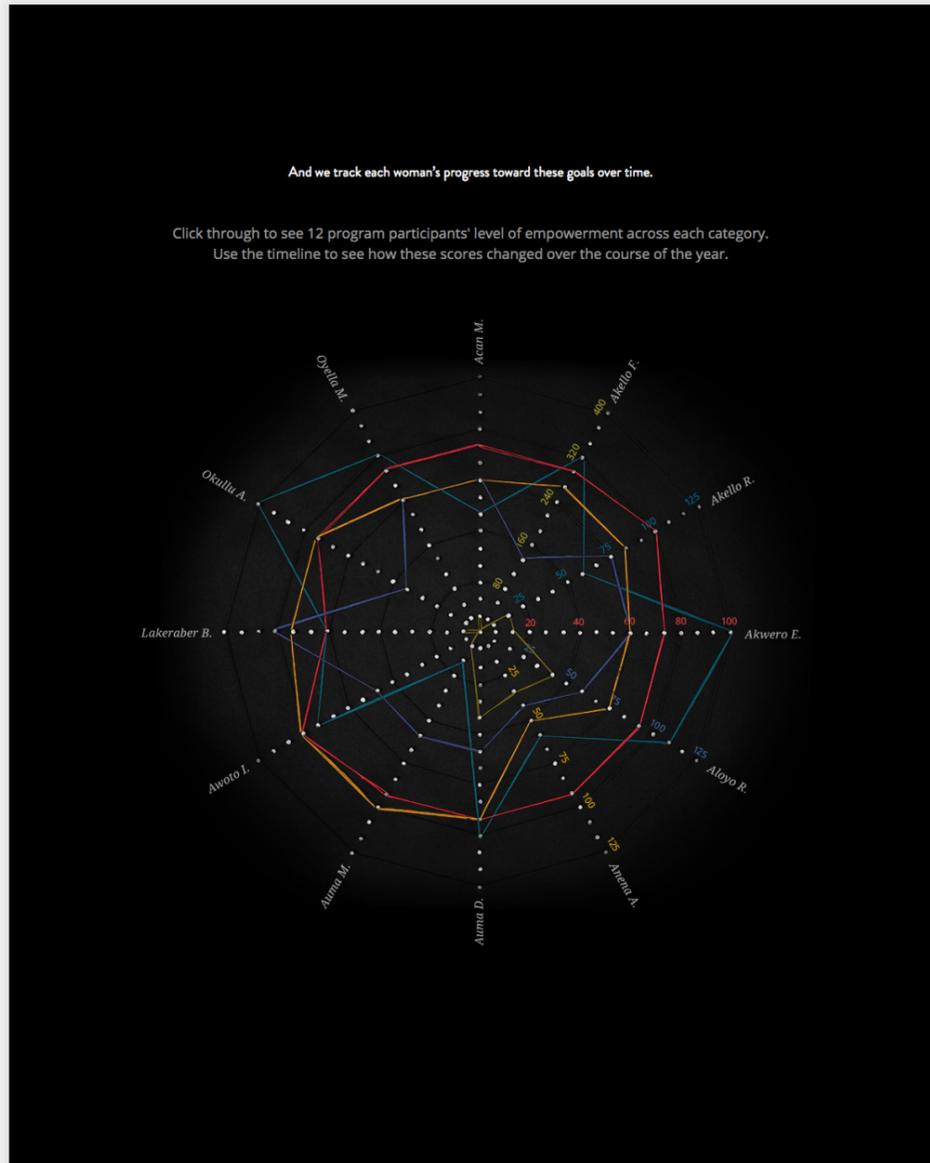
Creative Content

# Annual Reports

# Girls Who Code



# Krochet Kids Intl.



## PERU

Lima

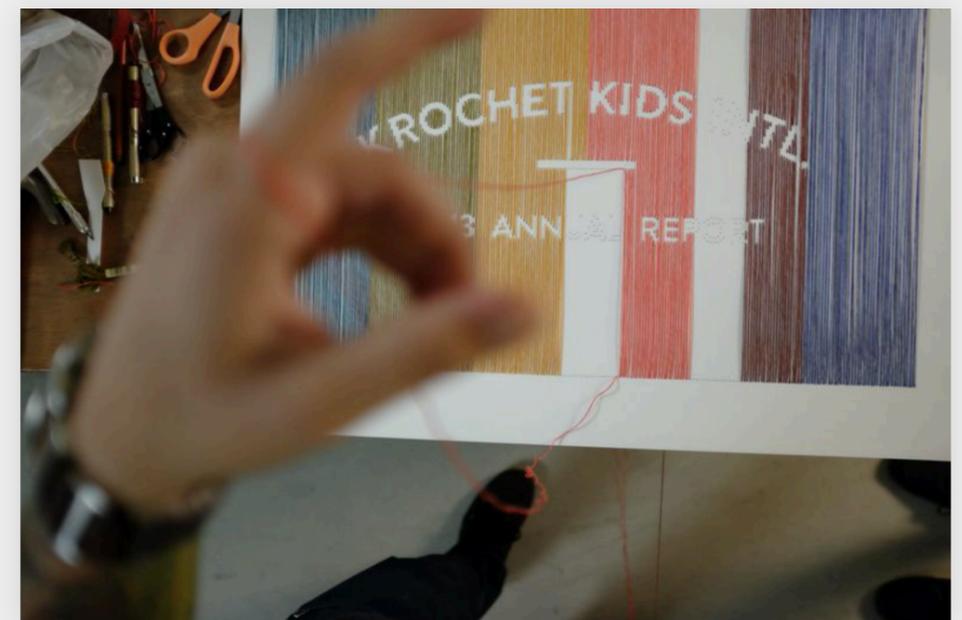
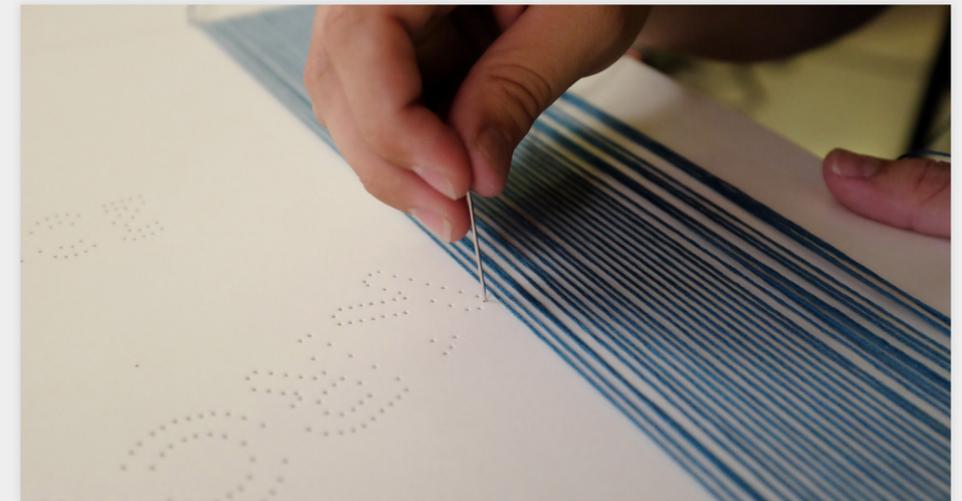
### BROADENING OUR OFFERINGS & OUR EMPOWERMENT

*In order to further drive our beneficiaries' impact, we focus intently on providing customers with a wide selection of high-quality items. Our Cut & Sew Program in Lima, Peru, enables us to do just that. This newer empowerment project has greatly helped us broaden our impact by expanding our product categories.*

Because of our Cut & Sew Program, we were able to double our Peru program's future reach and widen our product base to include items like our apparel collection and travel bags—all constructed onsite. Leveraging more types of construction methods enables us to employ more

women and make a greater impact in the communities we work with in Peru. Each product retains the story of the woman who made it, through a hand-signed tag that bears her name.

**Take a tour of our Cut & Sew Initiative**



# Pacific Life



## Pacific Life ANNUAL REPORT 2016

### Aviation Capital Group

Aviation Capital Group offers tailored aircraft placement, trading, and investing solutions, enhanced by industry-leading financing capabilities built on 28 years of experience through multiple business cycles. We are a trusted aircraft lessor to approximately 100 airline customers in more than 45 countries, with a fleet of 413 owned, managed, and committed commercial jet aircraft. ACG is a premier, full-service provider of operating leases to airlines, and aircraft asset management and advisory services to lenders and institutional investors.

#### OUR EXPERTISE

- Proven global full-service platform and tested performance through multiple business cycles
- Committed to exceeding customer expectations and building meaningful relationships
- Strong capital structure and a disciplined focus on asset management

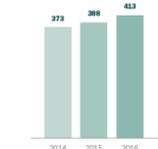
#### OUR SOLUTIONS

- Global aircraft leasing, trading and asset management services
- A focus on young, light, new technology aircraft in high demand
- Expertise in optimizing long-term economic value creation for our partners

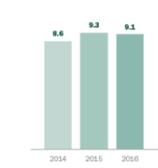
**INNOVATION IN ACTION**  
Enhanced our forward order book with aircraft equipped with next-generation fuel-efficient technology and advanced cabin designs



#### AIRCRAFT OWNED, MANAGED, AND COMMITTED



#### TOTAL ASSETS



**OUR ACHIEVEMENTS**

- Maintained our consultative customer-centric focus, with 1,600 customer contacts
- Sourced \$3 billion of selective aircraft purchases through multiple channels and completed approximately \$1 billion of aircraft sales, a record for our company
- Completed two asset management transactions valued at over \$2.5 billion in net asset value
- Achieved credit ratings upgrades by Standard & Poor's and Fitch Ratings, reflecting strong earnings and improved financial metrics
- Redeemed our \$1.9 billion asset-backed securitization, continuing to transform our capital structure while strengthening and improving the flexibility of our balance sheet

**LEADERSHIP**

Patrick T. Fox, Chief Executive Officer; Mike W. Faxon, Executive Vice President, Global Strategy; Andrew M. Moraski, Executive Vice President, Head of Global Marketing & Aircraft Trading; Madhu Vijaya, Executive Vice President & Chief Financial Officer; Todd E. Woodcock, Executive Vice President, Asset Management; Thomas G. Baker, Senior Vice President, Strategy & Analytics; Patrick J. Ryan, Senior Vice President & Chief Technical Officer; James A. Zerkowinski, Senior Vice President & General Counsel

**DISTRIBUTION NETWORKS**

United States, United Kingdom, Ireland, Chile, China, and Singapore

**\$9.1B** total assets

**\$1.1B** revenues

**48%** compounded annual growth rate in pretax income from 2014 to 2016

**133** new technology aircraft commitments

### Investments

**DISTRIBUTION OF INVESTMENTS**  
Pacific Life invests in carefully selected securities, mortgage loans, real estate properties, and private equity. Pacific Life has an accomplished management team with experience in both positive and negative market environments. Our disciplined underwriting and diligent monitoring helps ensure that we maintain portfolio quality over the long horizon.



Dollars in millions

Category	Value
Fixed Maturity Securities	\$45,158
Private Equity	\$808
Mortgage Loans	\$12,175
Real Estate	\$646
Policy Loans	\$7,437
Fair Value Option Securities	\$529
Other Investments	\$996
Trading Securities	\$305
Equity Securities	\$1,527

**QUALITY OF FIXED MATURITY SECURITIES**  
Our fixed income portfolio holdings are very strong, with more than 95 percent of our fixed maturity securities rated as investment-grade by the Securities Valuation Office of the National Association of Insurance Commissioners (NAIC).



Dollars in millions

Category	Value
Investment-Grade	\$42,882
High Quality	\$20,362 (NAIC 1)
High Quality	\$22,720 (NAIC 2)
Non-Investment-Grade	\$2,276
Medium Quality	\$1,684 (NAIC 3)
Low Quality and Below	\$592 (NAIC 4-NAIC 6)

**DISTRIBUTION OF REAL ESTATE INVESTMENTS**  
Pacific Life emphasizes high-quality properties in select major metropolitan areas that exhibit strong demographic and economic trends.



Dollars in millions

Category	Value
Office Buildings	\$3,979
Retail	\$3,085
Apartments	\$2,667
Loggins	\$1,517
Credit Tenant Loans	\$969
Other	\$604

**REAL ESTATE MORTGAGE PROPERTIES**  
These featured properties represent just a few of the high-quality mortgage loans included in Pacific Life's real estate investment portfolio.



Featured left to right: West Village II - Dallas, Texas; The Rugby - Bethesda, Maryland; Babylon Quarter - Washington, D.C.; Desert Ridge Marketplace - Phoenix, Arizona; Hilton Waterfront Beach Resort - Huntington Beach, California; Ballpark Village - San Diego, California



Creative Content

# Interactive Experiences

# People for Periods

#PEOPLEFORPERIODS SHARE

# People for Periods

Menstruation is a largely unmentionable experience, a taboo subject that can leave those experiencing it feeling embarrassed and ashamed while bystanders are confused and uncomfortable. **But why?**

With a global population that is majority women, why is something that is a reality for more than half the world so misunderstood and off-limits?

In this interactive we explore what factors have contributed to the silence surrounding periods and how this lack of discussion and understanding directly impacts the health and quality of life for menstruating people.

People for Periods was produced by a team of creative men and women at Column Five who want to break the stigma around menstruation. We believe that even if you're not a person with a period, you can still be a person who advocates for healthy, happy, shame-free periods.

- Past, Present, Periods
- Know the Flow
- Bleeding for Equality

CREATED BY COLUMN FIVE

#PEOPLEFORPERIODS SHARE

1921

- Ancient Era
- 1800
- 1920
- 1928
- 1968
- 1980
- 2013
- 2017

Kotex's first advertising campaign appears in *Ladies' Home Journal*, featuring words like "fainty" and illustrations of women in high society.

#PEOPLEFORPERIODS SHARE

ATTITUDES EDUCATION COST PROGRESS

### Define "Luxury"

With most governments taxing sanitary products as "luxury items," half the population must allocate extra funds for these necessities each month—which has many people rethinking the classification. After much petitioning and debate, the Europe Union voted in March 2018 to allow members to reduce their value-added tax (VAT) rates, paving the way for the United Kingdom to eliminate its controversial "tampon tax" altogether.

17-25%  
Luxury product VAT rates across EU member states

"I have no idea why states would tax these as luxury items. I suspect it's because men were making the laws when those taxes were passed."

—United States President Obama, echoing these sentiments

Source: "The EU will Finally Allow Member States to Strip Their Tampon Tax," 2018, Quartz

#PEOPLEFORPERIODS SHARE

A project by Column Five

Home Past, Present, Periods Know the Flow Bleeding for Equality

1985

Print advertising may have featured sanitary products since the roaring '20s, but on-air advertising wasn't allowed until 1972. And it was more than a decade before America's trailblazing *Friend*, Courteney Cox, became the first woman to say the word, in a Tampax commercial. Now, that's progress.

Source: [Pile: The Cultural Story of Menstruation](#). [Watch here](#)

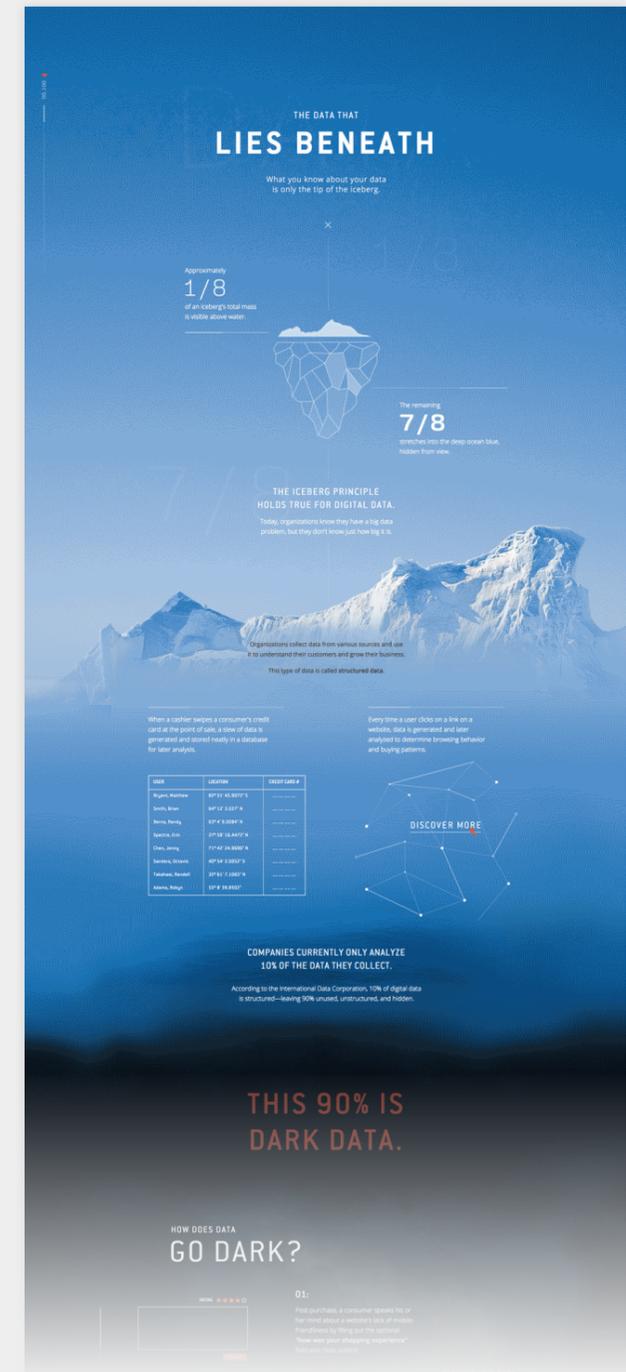
#PEOPLEFORPERIODS SHARE

2

When America's first female astronaut, Sally Ride, prepared for her 1983 week-long space mission, how many tampons did NASA offer to pack just in case?

1 7 25 100

# Lucidworks



## THE DATA THAT LIES BENEATH

What you know about your data is only the tip of the iceberg.

Approximately 1/8 of an iceberg's total mass is visible above water.

The remaining 7/8 stretches into the deep ocean blue, hidden from view.

### THE ICEBERG PRINCIPLE HOLDS TRUE FOR DIGITAL DATA.

Today, organizations know they have a big data problem, but they don't know just how big it is.

Organizations collect data from various sources and use it to understand their customers and grow their business. This type of data is called structured data.

### HOW DOES DATA GO DARK?



- REASONS WHY DATA GOES DARK:
- 29% No mobile-friendly website
  - 23% Lack of access to user-generated content
  - 13% Data is stored but never analyzed

### JUST HOW BIG IS THE DARK DATA PROBLEM?

7,500,000,000,000,000,000,000

BYTES

IF THE ENTIRE POPULATION OF THE WORLD WROTE ONE LETTER PER SECOND, IT WOULD TAKE 275 TRILLION YEARS TO WRITE ALL THE DATA WE STORE.

WEATHER Predict the weather

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When a cashier swipes a consumer's credit card at the point of sale, a view of data is generated and stored locally in a database for later analysis.

Every time a user clicks on a link on a website, data is generated and later analyzed to determine browsing behavior and buying patterns.

USER	LOCATION	CREDIT CARD #
Prigun, Matthew	8P712 45205719	.....
Smith, Brent	8P712 45205719	.....
Smith, Brent	8P712 45205719	.....
Smith, Brent	8P712 45205719	.....
Chen, Wang	8P712 45205719	.....
Smith, Brent	8P712 45205719	.....
Smith, Brent	8P712 45205719	.....
Smith, Brent	8P712 45205719	.....

DISCOVER MORE

COMPANIES CURRENTLY ONLY ANALYZE 10% OF THE DATA THEY COLLECT.

According to the International Data Corporation, 10% of digital data is structured—meaning 90% unstructured, unorganized, and hidden.

THIS 90% IS DARK DATA.

### HOW DOES DATA GO DARK?



Q1: How purchases, a consumer spends his or her time about a website's lack of mobile friendliness by 'fling out the option 'How was your shopping experience' and other subtle...

Q2: Although structured data is typically first made available in databases, unstructured data doesn't always have a defined destination or format. In this case, the company's website is not equipped with the technology to responsibly store the customer's comments. Why not?

# Huffington Post



# Microsoft



Named Internet Marketing Association's 2016 IMPACT – Best Infographic

## Today's biggest heists might not look like the movies.

But rest assured, I'm just as destructive. I'm better organized and more sophisticated. And there's more at stake than ever before: data, intellectual property, and financial gain. Before you can stop me, it'll take you days to even notice I'm there—146 days, on average.

In fact, I'm probably already there. Most breaches go fully undetected and completely unknown. So, how do you plan on stopping me?

The cost is high. Cyber attacks cost organizations



In 2015, the average cost paid for each lost/stolen record containing sensitive or confidential information was \$154.

Can you catch your company's potential threats before it's too late?



Costs extend far beyond financial, like brand image, customer loss, incident response and recovery, system upgrades/security fixes, legal fees, regulatory fines, PR/marketing response expenses, and revenue/income loss.

## 1 PHASE 1: THE BREAK-IN

With none the wiser, I watch for further security weaknesses:

Before you know it, I'm everywhere, with widespread access to your network.

### DEFENSE STRATEGY /

Quickly set up deployable software, keep deployment software in place, and upgrade or segregate out your legacy systems.

### MICROSOFT SOLUTIONS /

- Credential Guard
- Advanced Threat Analytics
- Azure Rights Management

## PHASE 4: THE LONG CON

Thanks to deploying continuous, stealthy processes like remotely connecting to your network through a third party, my job only gets easier with time.



With a permanent backdoor or alternate

\$1,570,000 Total 2015 average cost in lost business, up



Creative Content

# Live Action Video

## Always a Fan, Ann



# Microsoft

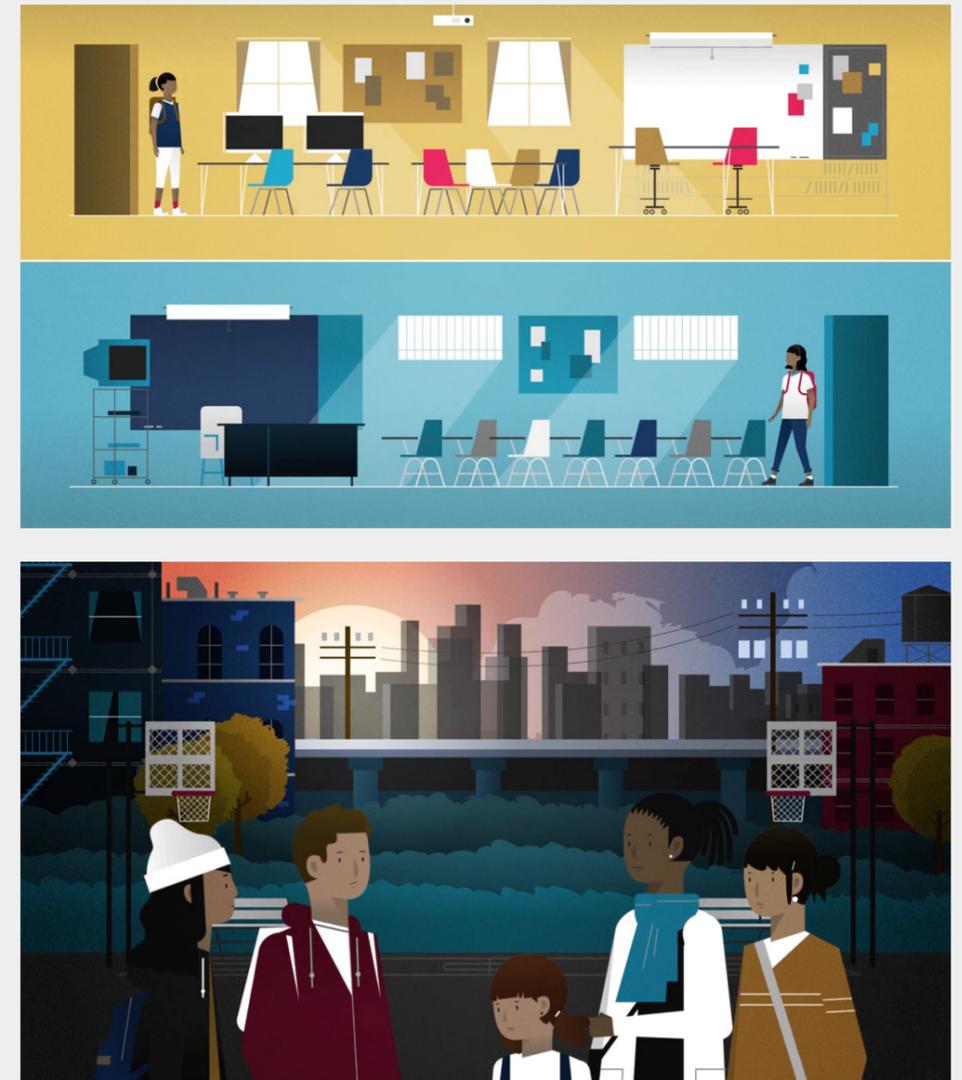




Creative Content

# Motion Graphics

# Connected Learning Alliance



# Spotify

hitting 5 Billion streams in the first three months

100M  
75M  
50M  
25M  
0M  
60M  
USERS

### Spotify Reveals Programmatic Ad buying

THE DRUM News

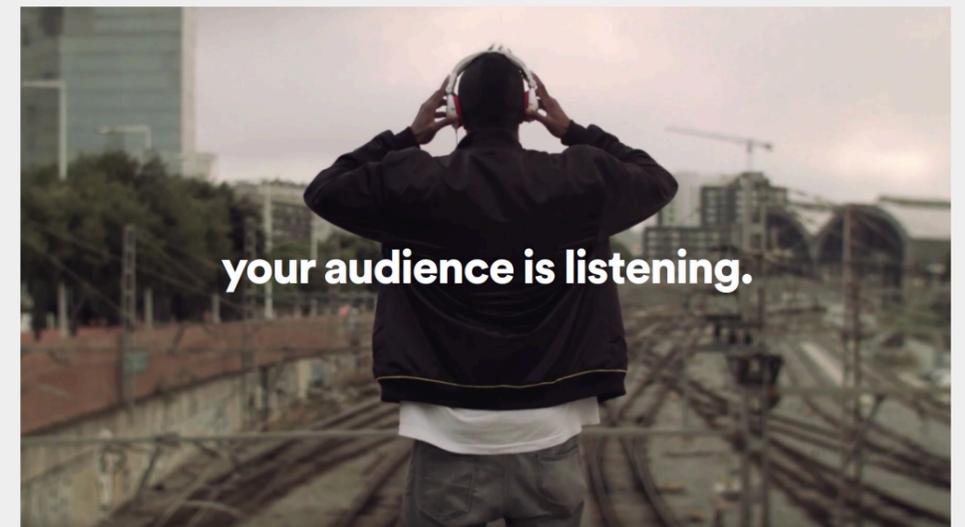
Spotify is rolling out its programmatic advertising offering

825 Shares

19 November 2015 22:54pm

Spotify

100M  
75M  
50M  
25M  
0M  
60M  
USERS



### Spotify Launches "Singles" & "Live"

Singles

GRIZ

CAITLYN SMITH

LOCAL NATIVES

TOVE LO

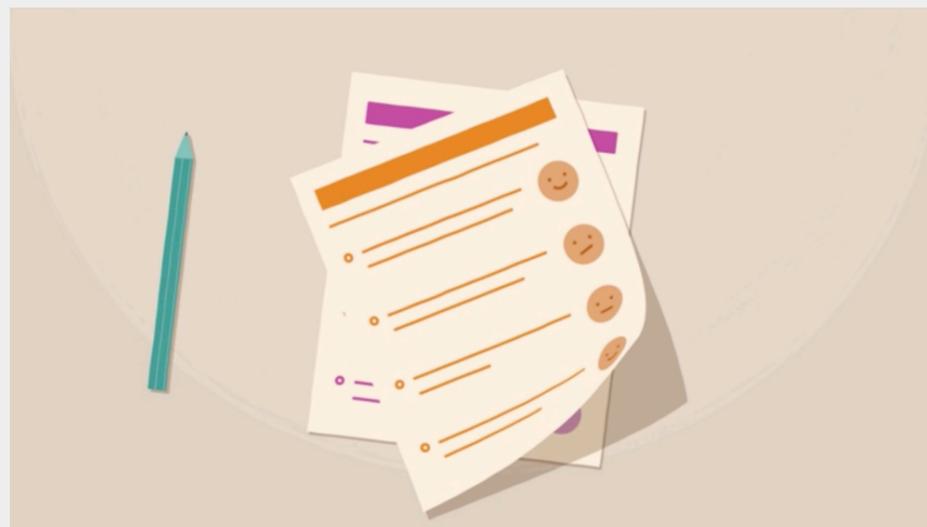
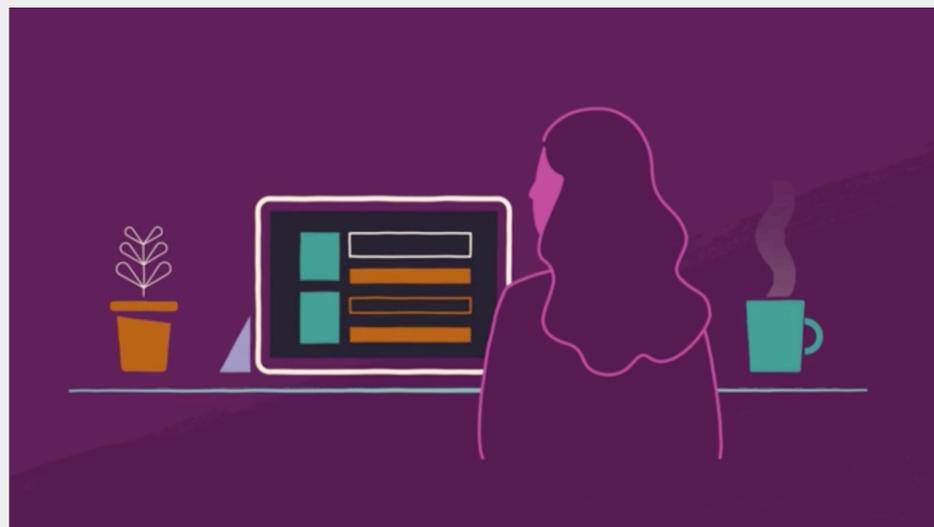
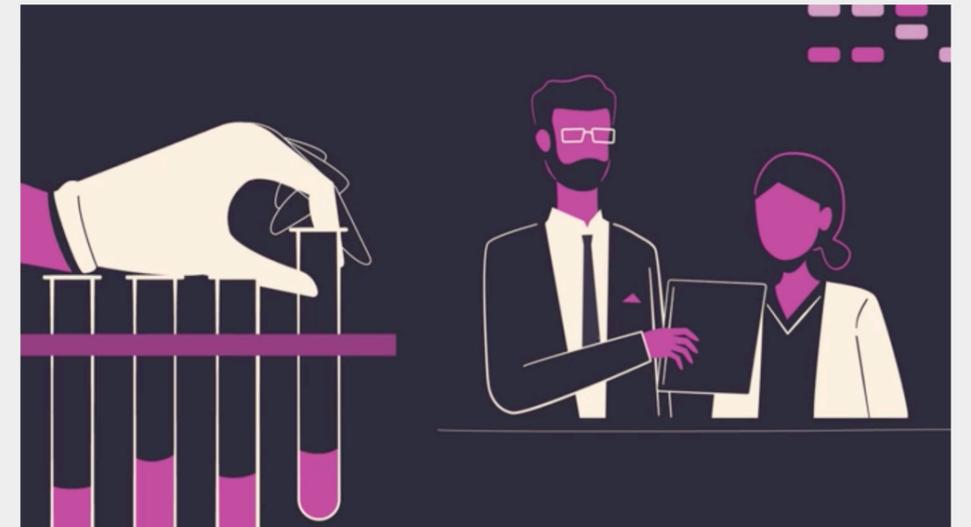
100M  
75M  
50M  
25M  
0M  
60M  
USERS

### Spotify Launches Playlist Targeting

100M  
75M  
50M  
25M  
0M  
60M  
USERS

Spotify | FOR BRANDS

# Stand Up To Cancer





The best stories are honest. They captivate. They sneak into your brain and stir things up, reshape your perspective, or rally you to action. They pick you up and drop you off somewhere new—but never leave you. Not all have happy endings, and they aren't all easy to hear. But the best stories have one thing in common: They're impossible to ignore.

**Best story wins.**

THANK YOU.



COLUMN  
FIVE



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