

**Marshall**

**Ken Pasternak**  
Managing Director

Ken is a manager, strategist, and director of brand and naming programs.

With a diverse background in writing, education, music, film, television and the web, Ken employs his skills as a manager and strategist for Marshall's global clients.

Ken comes from the San Francisco office of Frankfurt Balkind, where he was Account Director, as well as a strategic lead on major positioning, identity, and naming assignments. At Marshall Strategy, Ken leads identity and brand analysis and develops actionable strategies which come to life through design. Ken has developed meaningful strategic concepts and brand architectures for technology companies including, Apple, Fair Isaac, Yahoo!, and Symantec; consumer brands including MTV, HBO, Shutterfly and Bare Escentuals; and multinational corporations including Steelcase, Sony, and MasterCard International.

With a degree in American Literature from Harvard University and a background in writing for video and film, Ken produced industrial films for companies such as Coca Cola, Unilever, and Ford Motor Company and was a founding partner of a production company in Budapest, Hungary. His focus broadened to include the internet, and he became a sought-after authority in the region, as a communication consultant for multinational companies and as a journalist for international publications.

Ken speaks English, Spanish, French, and Hungarian, and is an accomplished musician, having recorded with several instrumental and vocal groups, including the Grammy Award winning San Francisco Symphony Chorus. He has served on the Boards of regional arts organizations including the Stern Grove Festival Association, and the Mann Shakespeare Company.

Strategic Identity Programs led by Ken Pasternak

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| <p><b>Technology</b></p> <ul style="list-style-type: none"> <li>Adobe</li> <li>Apple</li> <li>IBM</li> <li>Oracle</li> <li>SAP</li> <li>Microsoft</li> <li>Google</li> <li>Siagale</li> <li>Claro</li> <li>Infomix</li> <li>CNET Networks</li> <li>SAP (Germany)</li> <li>Yahoo</li> <li>Novell</li> <li>NVIDIA</li> <li>HNC Software</li> <li>Mobile</li> <li>Symantec</li> <li>Yamaha</li> <li>Pacific Telesis</li> <li>AT&amp;T</li> <li>Sprint</li> <li>Alcatel (France)</li> <li>Sony (Japan)</li> <li>AKAI (Japan)</li> <li>Easton</li> <li>Electronic Arts</li> <li>FTD (Fair Isaac)</li> <li>Exact Software (The UK)</li> <li>Radio Central</li> <li>SAAnalytics</li> <li>Centaur Group</li> <li>Business Objects</li> <li>Overline</li> <li>FuturaStep</li> <li>Duress Corporation</li> <li>DSU</li> <li>Shutterfly</li> </ul> | <p><b>Entertainment</b></p> <ul style="list-style-type: none"> <li>TimeWarner</li> <li>20th Century Fox</li> <li>Walt Disney</li> <li>Warner Bros</li> <li>Metro Goldwyn Mayer</li> <li>American Film Institute</li> <li>United Artists</li> <li>Touchstone Pictures</li> <li>Charwell Productions</li> <li>OMTV</li> <li>Hallmark Entertainment</li> <li>SF Int'l Film Festival</li> <li>A.C.T.</li> <li>Harrah's Casinos</li> <li>Playboy Hotel &amp; Casino</li> <li>Tea lat (ABC)</li> </ul> <p><b>Television</b></p> <ul style="list-style-type: none"> <li>The Sopranos</li> <li>CNN</li> <li>ESPN</li> <li>HBO</li> <li>MTV</li> <li>NVTV</li> <li>QVC</li> <li>Comcast</li> <li>Discovery Channel</li> <li>Viacom</li> </ul> <p><b>Motion Pictures</b></p> <ul style="list-style-type: none"> <li>TriStar</li> <li>Brewster</li> <li>A Beautiful Mind</li> <li>Forest Gump</li> <li>Badminton</li> <li>When We Were Kings</li> <li>Faded Attention</li> </ul> <p><b>Education</b></p> <ul style="list-style-type: none"> <li>Cambridge University</li> <li>Landon School of Econ.</li> <li>Columbia University</li> <li>Harvard University</li> <li>University of California</li> <li>UC Berkeley</li> <li>Stanford University</li> <li>UCSF</li> <li>Stanford University</li> <li>US Dept. of Education</li> </ul> | <p><b>Industry</b></p> <ul style="list-style-type: none"> <li>GE</li> <li>Boeing</li> <li>Duke Energy</li> <li>Aviation</li> <li>JostiaVladent (Lithuania)</li> <li>Caterpillar</li> <li>Heard Corporation</li> <li>The Gap</li> <li>Sears</li> <li>Steelcase</li> <li>DAI</li> <li>Jansine Mathiasen (Hong Kong)</li> <li>VanLeer (Netherlands)</li> <li>BASF (Germany)</li> <li>Winkler Cruises (France)</li> <li>Bank Esparillas</li> <li>Helmholtz</li> <li>ThussenKrupp (Germany)</li> <li>Cotton, Inc.</li> <li>Feruzzi (Italy)</li> <li>Norddeutsche (Germany)</li> <li>Harzout General</li> <li>Alstom Van Lines</li> <li>ABM Industries</li> <li>Wester (Germany)</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Bank of America</li> <li>Wells Fargo</li> <li>Barclays (England)</li> <li>Fidelity Finance Group</li> <li>American Express</li> <li>Citigroup</li> <li>Blackstone Group</li> <li>Citibank</li> <li>Morris Bank &amp; Trust</li> <li>Principal Financial</li> <li>Capita (Australia)</li> <li>Old Mutual (South Africa)</li> <li>GE Capital</li> <li>California Bank &amp; Trust</li> <li>Old Republic Int'l.</li> <li>The Retail Group</li> <li>Banqueparibas (France)</li> <li>BNP Corporation</li> <li>Allego Capital</li> </ul> | <p><b>Real Estate</b></p> <ul style="list-style-type: none"> <li>Santa Lucia Preserve, Monterey</li> <li>The Buck Institute, Marin, CA</li> <li>The Eden Center, Los Angeles</li> <li>The Tech Museum, San Jose, CA</li> <li>Battery Park City, New York</li> <li>Grand Central Terminal, New York</li> <li>Monterey HomePark, Monterey, CA</li> <li>Pigeon Springs, Coosworth</li> <li>The Bridges of St. Paul, Minnesota</li> <li>Parker Ranch, Hawaii</li> <li>Tatiana Olenyok Valley, Ohio</li> <li>Boat Jack Ranch, Colorado</li> <li>Panorama Shutt, South Georgia</li> <li>Mission Bay, San Francisco</li> <li>Marina del Rey, Hawaii</li> <li>Maui Lani Hotel, Hawaii</li> <li>LOR Resorts</li> <li>Westin Hotels, Seattle, WA</li> <li>Alcatraz Hotel &amp; Casino, NJ</li> <li>Hilton International, (Europe)</li> <li>Conrad Int'l Hotels, (Hong Kong)</li> <li>Emerald Hotel, (Hawaii)</li> <li>Hollywood &amp; Highland, LA, CA</li> <li>Creighton Resources</li> <li>Hotel Heister (Europe)</li> <li>The Gateway, San Francisco</li> <li>Three Creek Ranch, Wyoming</li> </ul> <p><b>Non-Profit</b></p> <ul style="list-style-type: none"> <li>Nobel Peace Committee (Sweden)</li> <li>MercyCorps</li> <li>Labadie Foundation</li> <li>San Francisco Ballet</li> <li>NAACP LSP</li> <li>Buffalo Bill Hist. Center</li> <li>FortHann University</li> <li>J. Paul Getty Trust</li> <li>Disgraced/Young Women</li> <li>Michael J. Fox Foundation</li> <li>SF Children's Hospital</li> <li>SF International Film Fest.</li> <li>St. Helena Hospital</li> <li>World Wildlife Fund (Swiss)</li> <li>SF Redevelopment Agency</li> <li>SF MQMA, San Francisco</li> <li>Mann Shakespeare Company</li> <li>United Nations, New York</li> </ul> |
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**STEELCASE**  
The Development Of A Brand-Driven Business Strategy

**Situation**

With the rise of information technology, today's knowledge workers have longer hours, with a variety of interactions, in the office, on the Internet and at home. This has created a need for a new kind of cross-over workplace that incorporates technology, that provides more comfort and flexibility in the office, and that enables more efficiency at home.

Steelcase, a multi-billion dollar leader in commercial furnishings sold through contract dealers, wanted to tap into this new market.

Our initial assignment was to create a new brand of furnishings specially designed and strategically positioned to succeed in the fragmented marketplace for premium quality furnishings for home and office.

**Strategy**

Marshall teamed up with Tolleson Design to analyze the competitive environment of the premium, home/office segment of the industry. We found that high quality design and craftsmanship was the price of entry and could not be our brand differentiator. However, we also found that the traditional process of finding, specifying and taking delivery of furnishings was often unnecessarily complicated, inefficient, and alienating. We saw the opportunity to differentiate Steelcase's new line by combining high quality product with a simpler, more responsive and more quality satisfying purchasing process.

To solidify this position, we encouraged Steelcase to use its significant resources to streamline ordering, production and delivery for the new line in ways that small, independent furniture designers could not afford.

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**Results**

The positioning strategy and name was met with great enthusiasm by our client, Steelcase. We then proposed that Steelcase incorporate the Coolesse other product lines that met the standards of the new brand. This provided a new life and purpose for these products and enabled Coolesse to be launched powerfully and highly successfully at the 2008 NeoCon furnishings convention in Chicago.

A Coolesse line of furnishings suitable for home and office

A selection of pieces from Coolesse that exemplify its unique style in office furnishings

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