









POST PRESS



DESIGNING OBAMA

△A CHRONICLE of ART & DESIGN
 from the 2008 PRESIDENTIAL CAMPAIGN

Scott Thomas

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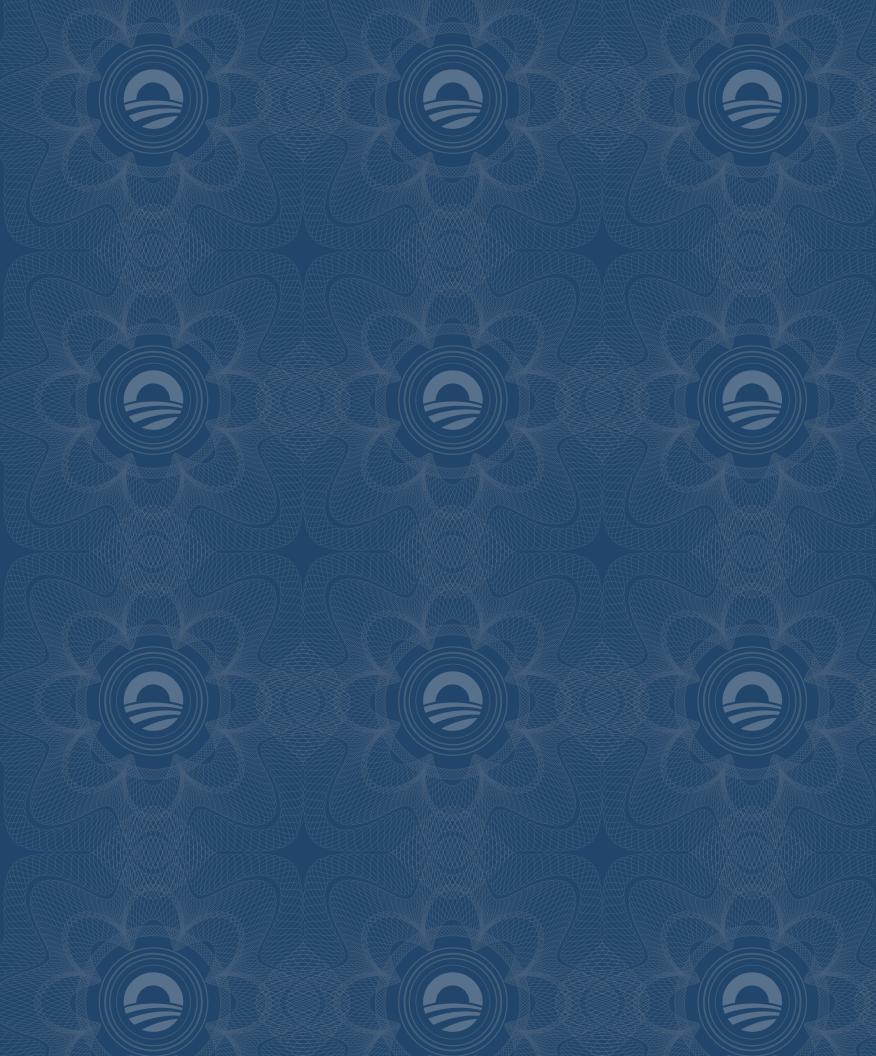
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The ACKNOWLEDGEMENTS

I decided to compile and create this book not just to document and acknowledge all the people who inspired and propelled the Obama for America campaign, but also to illustrate the great potential of this country. The entire experience is proof that if people from different backgrounds and competing interests can come together, put aside their differences, and sacrifice their politics, truly remarkable things can happen. Barack Obama's optimism and emphasis on creativity being the solution to many of our problems will forever guide my work. I must first thank him for taking the difficult step of leading and, more than anything, following his own true will.

There are so many people I wish to thank for inspiring and helping to create this book. First, Kori Schulman for compiling much of the artwork in this book. Joe Rospars, Michael Slaby, Stephen Geer, Scott Goodstein, Chris Hughes, Dan Siroker, Kate Albright-Hanna, Macon Phillips, the Obama for America new media team for the opportunity to work with you. The design team: John Slabyk, Matt Ipcar, Jessica Schlueter, Walker Hamilton, Carly Pearlman, Kyle Crouse, Will Wan, Jess Weida, Ryan Myers, Karen Backe, Kinjal Mehta, Wade Sherrard, Gray Brooks, Zealan Hoover, Paul Schreiber, and Nick Piazza for all of the inspiring work and dedication during the campaign. The Post Family, Sam Rosen, Allison Jones, Ina Weise, Charles Adler, Kickstarter, and the many backers of this project, for your support & encouragement. Ben Speckmann, Andrew Musch, Gus Gavino, Elaine Fong, Steven Heller, Michael Bierut, James H. Ewert Jr., Mia Sara Bruch, Julie Van Keuren, Fabra DiPaolo, Jay Stewart & Capital Offset, Acme Bindery and Universal Engravers, for helping in the production.

FOR ART ESTABLISHES THE BASIC HUMAN TRUTHS WHICH MUST SERVE AS THE TOUCHSTONES OF OUR JUDGMENT. THE ARTIST, HOWEVER FAITHFUL TO HIS PERSONAL VISION OF REALITY, BECOMES THE LAST CHAMPION OF THE INDIVIDUAL MIND AND SENSIBILITY AGAINST AN INTRUSIVE SOCIETY AND AN OFFICIOUS STATE.

John F. Kennedy Amherst College in Massachusetts October 26, 1963



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Thank you

DEDICATION

To our rights of life, liberty, $\label{eq:control} \mathfrak{S}^{\mathfrak{s}}$ the pursuit of happiness.

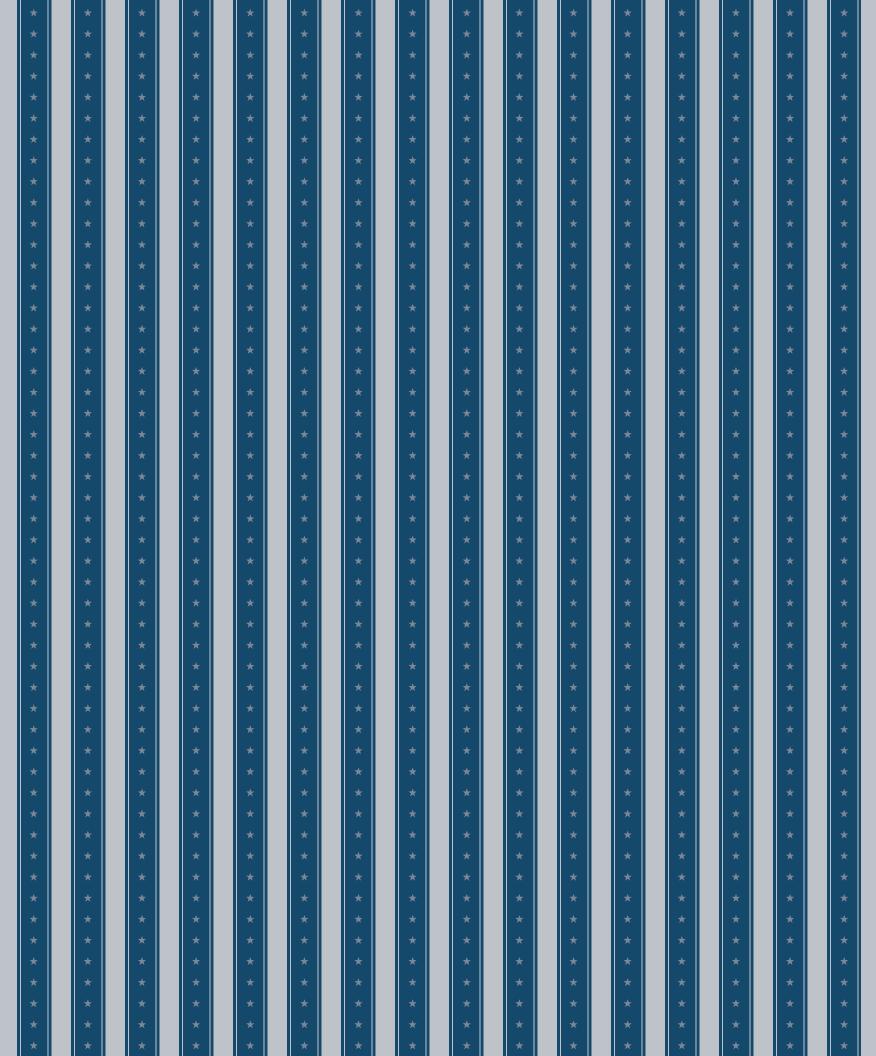




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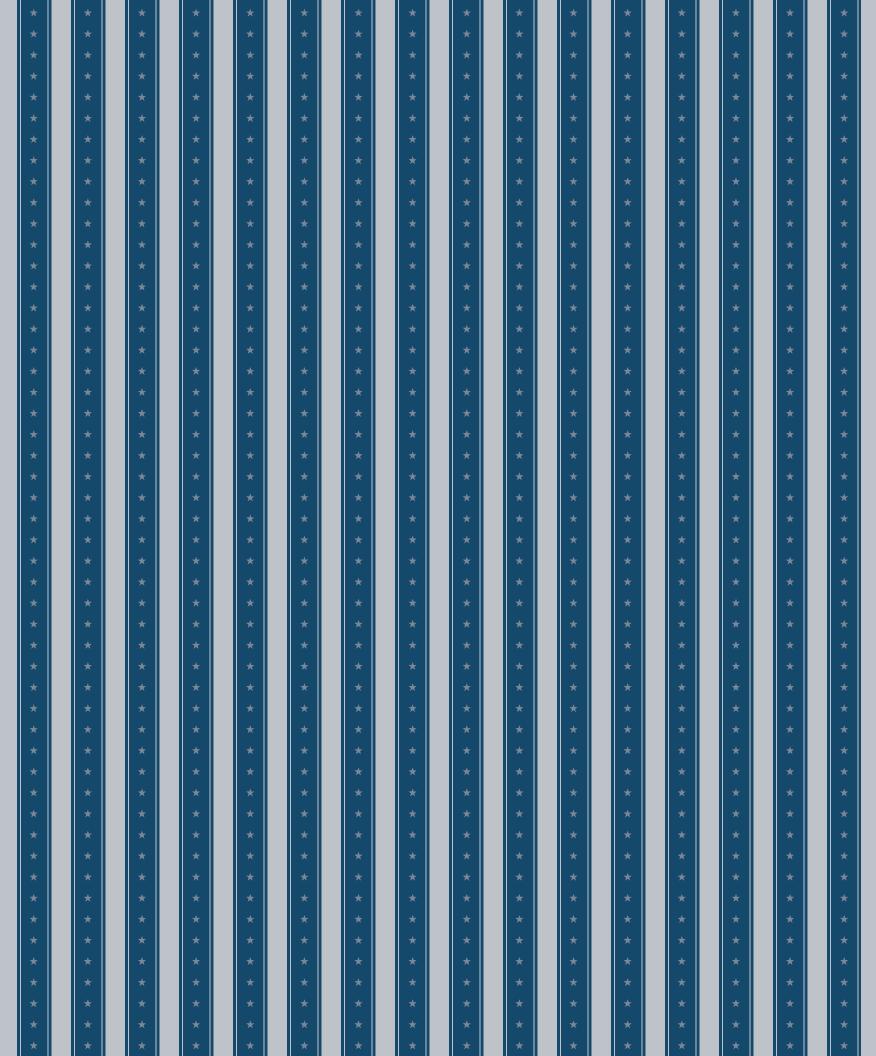
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THE REST IS EASY

THE INGREDIENTS OF A BRAND

By Michael Bierut

was talking once with a group of graphic designers. The subject was good work: not doing it, but how to get it accepted. Designers like to complain. We cast ourselves as embattled defenders of good taste and inventive ideas; arrayed against us are armies of insensitive clients, determined to thwart us, whose pigheadedness can be defeated only by dedication, cunning, and guile.

We traded war stories for a while, but one seasoned designer in our midst was silent. We finally asked him what tricks he used to get good work published. "Well, I guess I'm lazy," he said. "I just make sure all my clients are smart people with unique messages and good products. The rest is easy."

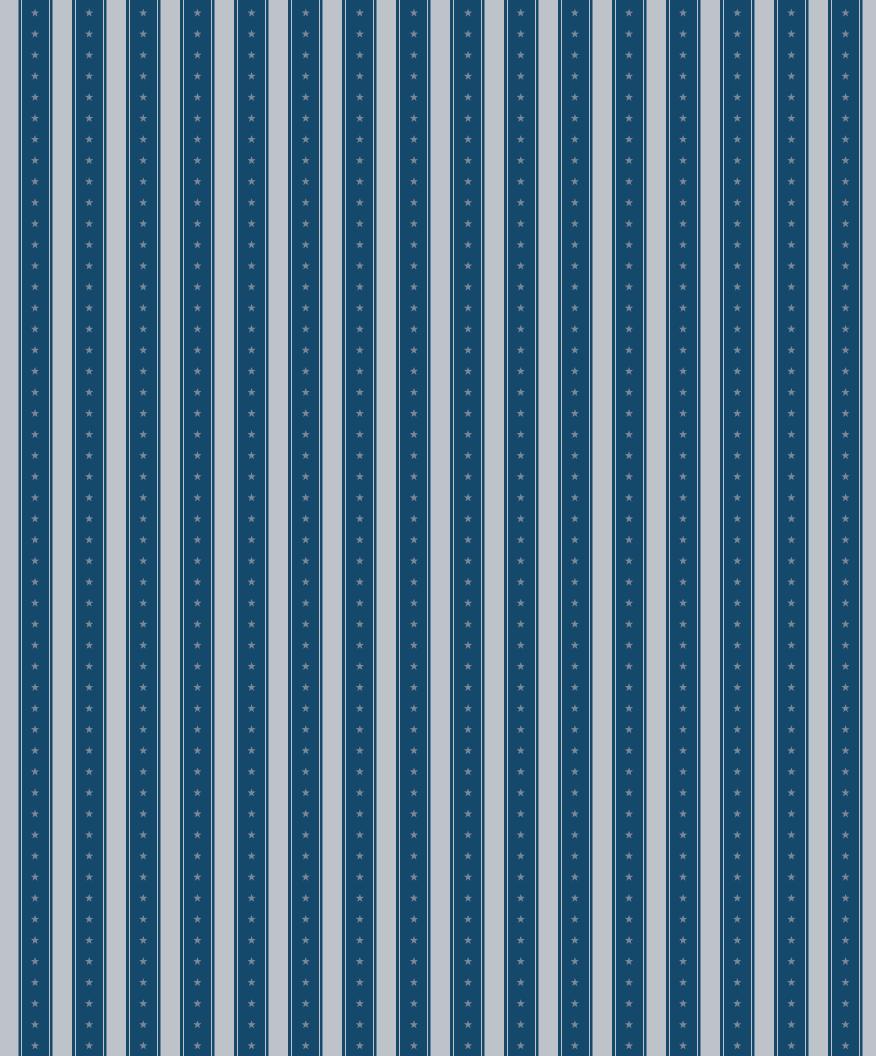
The rest is easy. Looking back at the design work that contributed to Barack Obama's historic victory in November 2008, I wonder if that was the trick. Although much has been made – rightly so – of the ingenious and adaptable "O" logo developed by Sol Sender's team, Obama himself was his own best logo. Young, African-American, charismatic – change wasn't just a message, it was the candidate's very embodiment. When it was all said and done, Barack Obama was a smart guy with a unique message and a good product. And what designer wouldn't wish for that in a client?

Selling change isn't easy in a world that tends to prefer the comfort of the familiar. We all know what a revolution looks like: handmade signs, scrawled graffiti, the voice of the people. But Obama's campaign was the opposite. Reportedly, the candidate resisted at first. "He did not initially like the campaign's blue and white logo – intended to appear like a horizon, symbolizing hope and opportunity – saying he found it too polished and corporate," reported *The New York Times*. But David Axelrod and his team prevailed. They must have known that the revolution, when it finally came, would have to be wrapped up in the most comprehensive corporate identity program the twenty-first century has yet seen.

Like every other graphic designer I know, I watched the live images of campaign rallies from Toledo to Topeka to Tallahassee with a growing feeling of awe. Obama's oratorical skills were one thing. But the awe-inspiring part was the way all the signs were faithfully, and beautifully, set in Hoefler & Frere-Jones's typeface Gotham. "Trust me," I told Newsweek back in February 2008, "I've done graphics for events - and I know what it takes to have rally after rally without someone saying, 'Oh, we ran out of signs, let's do a batch in Arial." But it isn't just strict standards and constant police work that keeps an organization on brand. It's the mutual desire for everyone to have every part of the effort look like The Real Thing. At the height of the campaign, my daughter asked me if I could design a flyer for a friend's Obama benefit party at a little bar in Hoboken, New Jersey. We took the text and reset it in Gotham, downloaded the O logo, and put it together in minutes. "Wow," my daughter said. "It looks like Obama's actually going to be there!" Exactly.

The same thing was happening all over the country. In a world where access to digital media and social networks is becoming increasingly ubiquitous, Obama '08 became the first open source political campaign. Shepard Fairey's "Hope" poster – an icon that's destined, if you ask me, to occupy the 2008 slot of any historical timeline drawn up a hundred years from now – sits at the top of an astonishingly vast collection of posters, websites, buttons, YouTube videos, and even pumpkins, some generated by professionals, some by ordinary citizens, all motivated by the urge to create a sense that their candidate was actually going to be there.

And it worked. Political operatives will study this campaign and its design program for years, trying to unlock its secrets. Many will copy it, but few will capture its magic. It seems so simple, doesn't it? A good logo, consistent typography, get everyone to join in. They'll have all the ingredients in place except the hardest one: a smart person with a unique message and a good product. Then, like the fellow said, the rest is easy.





O DESIGN:

WHAT HELPED OBAMA RUN

By Steven Heller

veryone I know agrees that Barack Obama won the design race. Whatever the reason, his campaign knew early on that coordinated graphics were beneficial and that modern typography would signal change.

Whether or not "O Design" will totally alter the clichés and conventions that dominate election graphics, only time will tell. Nonetheless, the splendid art direction of this campaign has raised the bar.

During the campaign many designers waxed admiringly about Obama's sophisticated typographical design scheme, particularly the consistent use in much of his graphic material of the typeface Gotham, designed by Tobias Frere-Jones. So when I was writing about graphics for the "Campaign Stops" blog on The New York Times website, I called Brian Collins, an expert on branding, to get his thoughts on what this "good design" means for the candidate.

HELLER: As a branding expert, can you tell me what it is about the typographical scheme of Senator Obama's campaign that is unlike his challengers'?

COLLINS: John McCain's, Hillary Clinton's, and Barack Obama's campaigns all make good efforts to brand their messages consistently. And that's incredibly hard to do. Just imagine the thousands of volunteers and endless elements they must orchestrate from town to town, state to state. But as a result of their approach to design, the Obama campaign really stands out. From the bold "Change" signs to their engaging website to their recognizable lapel pins, they've used a single-minded visual strategy to deliver their campaign's message with greater consistency and, as a result, greater collective impact. The use of typography is the linchpin to the program. Type is language

made visible. Senator Obama has been noted for his eloquence, so it's not surprising that someone so rhetorically gifted would understand how strong typography is and how it helps bring his words – and his campaign's message – to life.

HELLER: The other campaigns are less typographically successful. Is maintaining a strong design program really so difficult?

COLLINS: I think the real story here is less about typography than it is about discipline. Political campaigns are the Brigadoon of branding. There's a compressed amount of time to tell a candidate's story before the race is over and the campaign vanishes. During that window, the campaign must make sure that everything it produces — everything it touches — delivers the candidate's message in a meaningful way. No opportunity to amplify that story should be missed. The Obama people have used design to take that discipline to a whole new level.

Barack Obama is running the first real transmedia campaign of the twenty-first century. His people not only understand how media has splintered, but how audiences have splintered, too. Cell phones, mobile devices, websites, e-mail, social networks, iPods, laptops, billboards, print ads, and campaign events are now just as important as television. The senator's design strategy has given these diverse platforms (and their different audiences) a coherence that makes them all work together. I've worked with giant, global corporations who don't do it this well.

HELLER: What is it about the typeface Gotham that adds personality to the Obama brand?

COLLINS: I don't think that Gotham adds any personality to Senator Obama's brand. I think it just amplifies the personality

that's already there. In fact, the typeface would work just as well for John McCain or Hillary Clinton, for that matter.

With that said, though, there's an oxymoronic quality to Gotham, which is why I think it's become so popular. It has a blunt, geometric simplicity, which usually makes words feel cold and analytical (like Univers), but it also feels warm. It's substantial yet friendly. Up-to-date yet familiar. That's a tough hat trick. And Gotham has another quality that makes it succeed: It just looks matter-of-fact. But perhaps any typeface inspired by signs at the Port Authority Bus Terminal in New York City – as Gotham is – will look like that.

HELLER: Do you think the typographical style actually makes a difference?

COLLINS: You bet I do. Style equals accuracy. Put the word "change" in Comic Sans and the idea feels lightweight and silly. Place it in Times Roman and it feels self-important. In Gotham, it feels just right. Inspiring, not threatening. In the end, typography makes a real difference when it delivers words and ideas that are relevant to people. And for many, that seems to be the case here.

Collins' insight was consistent with other design pundits. But typefaces alone do not make a successful graphics campaign. They serve only to frame the content. What's more, the public requires a mnemonic that will further perpetuate the good feelings towards the brand, product, or in this case, candidate. That very trait was manifest in the Obama "O," the most ubiquitous logo of the year.

In another installment of "Campaign Stops," I contacted the designer who helped establish its primacy. At the end of 2006, Mode, a motion design studio in Chicago, approached Sol Sender, a graphic designer, to create a logo for Barack Obama's presidential campaign. The resulting "O" became one of the most recognizable political logos in recent history. I spoke with Sender a few days after the election to discuss the evolution of his design. Here is an excerpt:

HELLER: How did you get the job of designing the Obama logo?

SENDER: We got the job through Mode. Steve Juras, a classmate of mine from graduate school, is the creative director there. They have a long-standing relationship with AKP&D Message and Media, a campaign consulting firm led by David Axelrod and David Plouffe, among others.

HELLER: I have to ask, since many agencies that do political campaigns are simply "doing a job," did you have strong feelings one way or the other for the Obama candidacy?

SENDER: We were excited to work on the logo and energized by the prospect of Mr. Obama's campaign. However, we didn't pursue or develop the work because we were motivated exclusively by ideology. It was an opportunity to do breakthrough work at the right time in what's become a predictable graphic landscape.

HELLER: How many iterations did you go through before deciding on this "O"? Was it your first idea?

SENDER: We actually presented seven or eight options in the first round, and the one that was ultimately chosen was among

these. In terms of our internal process, though, I believe the logo – as we now know it – came out of a second round of design explorations. At any rate, it happened quite quickly, all things considered. The entire undertaking took less than two weeks.

HELLER: Did Barack Obama have any input into the symbol at all?

SENDER: None that was directly communicated to us. I believe he looked at the final two or three options, but I wouldn't be able to accurately portray his reaction.

HELLER: What were you thinking when you conceived this idea?

SENDER: When we received the assignment, we immediately read both of Senator Obama's books. We were struck by the ideas of hope, change, and a new perspective on red and blue (not red and blue states, but one country). There was also a strong sense, from the start, that his campaign represented something entirely new in American politics – "a new day," so to speak.

HELLER: Did you have any qualms about this symbol? Did you ever think it was too "branded" and "slick"?

SENDER: We didn't, though there were certainly instances where we sensed a need to be careful about its application. We never saw the candidate as being "branded," in the sense of having an identity superficially imposed on the campaign. The identity was for the campaign, not just for the candidate. And to the degree that the campaign spoke to millions of people, it may have become a symbol for something broader – some have termed it a movement, a symbol of hope.

HELLER: Do you think the "O" had any major contribution in this outcome?

SENDER: The design development was singularly inspired by the candidate's message. Like any mark, the meaning and impact really come from what people bring to it.

With the logo in place, this information-saturated digital age demands instant and constant communications through the Internet (or Interweb as someone once called it). Websites are the storefronts of the digital age. And like those classic neighborhood campaign offices, they are often cluttered with visual junk. The sites for John McCain's and Barack Obama's presidential campaigns may feature different content, but they share the same basic stuff - online attributes that are clear and confusing. Being more involved with print than web, I asked various interaction designers and information architects to tell me what they thought were the strengths and weaknesses of the candidates' sites. To summarize, based on their findings it is clear that there are two kinds of virtual campaign offices: Mr. McCain's is messier and at times folksy – a bit like a storefront on Main Street - while Mr. Obama's was cleaner and more cosmopolitan, like a top-end retail emporium.

In addition, the Obama campaign's signature transparency emerged from the site. It is a trait that his White House team appears to have extended into his presidency. It seems that whatever can or will be said about the Obama years, design does matter.

IN THE FACE OF WAR, YOU BELIEVE THERE CAN BE PEACE. IN THE FACE OF DESPAIR, YOU BELIEVE THERE CAN BE HOPE. IN THE FACE OF A POLITICS THAT'S SHUT YOU OUT, THAT'S TOLD YOU TO SETTLE, THAT'S DIVIDED US FOR TOO LONG, YOU BELIEVE WE CAN BE ONE PEOPLE, REACHING FOR WHAT'S POSSIBLE, BUILDING THAT MORE PERFECT UNION.

Presidential Announcement Speech

February 10, 2007



DESIGNING A PRESIDENT

INTRODUCTION

By Scott Thomas

N A COLD DAY IN FEBRUARY OF 2007, a junior U.S. Senator from Illinois announced to tens of thousands of supporters that he was beginning a campaign to become the president of the United States of America. When Barack Obama took the podium on that day in front of the Old State Capitol in Springfield, Illinois – the same place where Abraham Lincoln had delivered his "House 'Divided'" speech more than a century before – he was no political celebrity: He was a recently re-elected second-term senator and the only African-American in the U.S. Senate. Though his stock had been rising in the Democratic Party ever since his keynote speech at the national convention in 2004, no one in the crowd could imagine the impact his campaign would have on the course of American history.

Obama had not raised the millions of dollars or accumulated the name recognition of his opponents. But what he lacked in conventional political experience, he more than made up for in candor, intellect, charisma, and compassion. To most political insiders, he was merely a long shot, who might at most temporarily upset the projections of political pollsters in primary states. But to his earliest supporters – and to a rapidly growing number of Americans – he was the candidate the country had been waiting for.

Obama entered the national political stage at a time of deep cynicism and uncertainty among American voters. A volatile decade of terrorism, costly wars on two fronts, economic instability, and inaction in the face of environmental crisis tested Americans' faith in their future, and heightened schisms among voters divided about how to face up to these formidable

problems. Obama needed to do more than note the challenges facing America. He needed to offer a divided and insecure electorate something more – something they could be inspired by and aspire to. At this trying moment in American history, Barack Obama offered the county a message that told us that we could do better: a message based on the principles of change, hope, and unity.

In the face of war, you believe there can be peace. In the face of despair, you believe there can be hope. In the face of a politics that's shut you out, that's told you to settle, that's divided us for too long, you believe we can be one people, reaching for what's possible, building that more perfect union.

 Senator Barack Obama's presidential campaign announcement speech, February 10, 2007

As we now know, Obama's campaign became a historic victory. An unlikely candidate who began the race with little name recognition outside of his home state and with meager campaign coffers went on to become the first African-American presidential nominee by a major American political party and, a few months later, America's first African-American president. But on that winter day in Springfield, none of this was even remotely self-evident. Obama was saddled with major disadvantages. He had a limited public profile, a small campaign treasure chest, and an unconventional political persona. Neither a panderer nor a populist, he was unabashed about his intellect, his multiracial heritage, and the complexity of the problems facing the United States. He was a new kind of campaign.

A New Kind of Campaign

In September of 2007, the Obama campaign hired John Slabyk and me as full-time new media designers. Our staff and our network of grassroots volunteers began to build a campaign strategy that went against the grain of the contemporary American political landscape and was very much at odds with conventional ground rules of how to win election to national office. We knew we faced several daunting challenges: We needed to appeal to voters in a way that would overcome their unfamiliarity with Obama, overcome their skepticism about the nation's prospects, and overcome their sense that politicians were disconnected from the needs and beliefs of everyday Americans.

Rather than trying to compensate for Obama's disadvantages, we decided to draw upon his strengths. What made this possible was the character of our candidate. Obama didn't need to be sold as something he wasn't, nor made palatable by a flurry of spin and crafty marketing. His life story, as recounted in his two memoirs, embodied the American dream: As he often remarked, his life could only have been possible in America. Obama was also resolute in his commitment to a well-defined set of values that resonated deeply with many American voters, particularly those who felt alienated or disgusted with politics as usual. He didn't see politics in tired partisan terms, and he didn't see Americans as divided in the zero-sum game of red states and blue states. He believed in the fundamental unity of the American people, in the accountability of elected officials to their constituents, and in the need for transparency and responsiveness by the people who had been entrusted with power. He believed in the potential of individuals to create a different future for America. And he believed that hope was the best way to bring Americans together and harness the unifying power of optimism, rather than the cynicism of division and hostility.

We recognized that to communicate what made Obama special, we needed to create a campaign that was just as singular as our candidate. Obama's compelling approach to politics made it both necessary and possible to translate and popularize his message in a way that would not only embody his vision, but also make it accessible and tangible to voters.

Our approach to these challenges made history. But what made our campaign unique wasn't just Obama's racial heritage or the distinct quality of his message. Our campaign made history by recognizing that a comprehensive design strategy would be just as important as rhetoric in conveying our message, and that a critical part of this strategy would be integrating the American people into the electoral process by forging a reciprocal and dynamic relationship with our grassroots supporters.

As veterans of the advertising world, neither John nor I had more than an inkling of what to expect, but it didn't take long for us grasp the magnitude of the task ahead of us. We quickly discovered the full scope of our mission: to create a comprehensive visual message that would be a clear and direct visual translation of the candidate's rhetorical message. We would do something no campaign had ever done: Create a visual structure and aesthetic that provided a unified template for the campaign's many departments. While we were hired as "new media" designers, our role was not limited to creating the campaign's website, its email graphics, and the banner ads that served as our online presence. We also needed to create a consistent, compelling, and unified visual message for fliers, merchandise, information graphics, policy documents for mass distribution - and the posters, tickets, banners, podium signs, and placards for high-profile events where our designs would work in concert with Obama's speeches, sending a visual message to reflect and magnify his words to the audiences and news cameras.

In developing our design strategy, we acknowledged several truths about contemporary America: Our society is an image-driven society, and new technologies of reproduction, communication, and distribution have placed design at the center of American culture. Design was no longer the domain of the elite. It had become a critical part of how people understood their identities and their choices. At any Target store, Americans could now buy toilet brushes designed by Michael Graves and clothing designed by Isaac Mizrahi. Design was not an afterthought or an affect; it was now part of everyday life, and it was the primary means of communication in a society driven by the power of images.

Previous presidential campaigns had used design to a limited extent in choosing typefaces for bumper stickers and lawn signs, but those images were marginal and easily forgotten after the election was over. The web had only become a significant force in presidential elections in 2004, but it had been limited to a relatively minor role in Bush's and Kerry's overall campaign strategies. Joe Rospars, who worked on Howard Dean's campaign for the 2004 Democratic presidential nomination, saw the web's potential as a campaign tool. Drawing on his experience in the new media division of the Dean campaign, he became a defining force in taking the Democratic Party online after the election. On the Obama campaign, he brought on Chris Hughes, the co-founder of Facebook, to explore how new media could be used to bring ordinary Americans into the political process and to mobilize supporters. As designers, John and I worked with them to create tools for organizing and engaging our supporters that were both beautiful and usable - and usable because they were beautiful. Together, we created something new: an innovative and comprehensive visual strategy for Obama that connected him with his supporters and made his message instantly recognizable, resonant, and versatile - both within the official campaign and beyond.

Public relations and marketing are, of course, old standbys in the American political repertoire. John F. Kennedy, Richard Nixon, and Ronald Reagan all orchestrated successful marketing campaigns to win elections. Each featured carefully crafted commercials, strategic public appearances, and maneuvering of the press and media to make voters see them as the best man for the job. But this approach to strategy emphasizes spin rather substance; it is not expected to stand for anything. The Obama design strategy did something much different: It created a message that was a direct expression of the candidate and was aligned with his message in all its scope and sophistication.

We accomplished this by placing design at the center of the campaign and by bringing our knowledge of how to make ideas visible into the realm of politics. As *Newsweek* noted in the heat of the primary season:

"It's not just the message and the man and the speeches that are swaying Democratic voters — though they are. It's the way the campaign has folded the man and the message and the speeches into a systemic branding effort. Reinforced with a coherent, comprehensive program of fonts, logos, slogans and web design, Obama is the first presidential candidate to be marketed like a high-end consumer brand...[It] transcends the mere appropriation of commercial tactics to achieve the sort of seamless brand identity that the most up-to-date companies strive for."

As this observation reveals, the Obama design strategy drew on branding techniques, but it was no conventional branding campaign. Just as design wasn't used simply to make things pretty, branding techniques were not used simply to make Obama stylish. Rather, they were used to incarnate a message and to convey ideas. The campaign's aesthetic was created to operate in perfect symmetry with both the other elements of the campaign and the candidate himself. Its success lay in the fact that it was exactly what it set out to be, both embodying

and reflecting all the things the candidate wanted to communicate to the American public. Never before had design been such a critical part of a candidate's victory, and never before had design played such an integral role in representing and diffusing the candidate's message.

Every choice we made, including such details as color, proportions, font, configuration, and text size, was part of the strategy's success. The campaign's visual message became a unified, consistent design strategy that extended to every aspect of the campaign and every iteration of Obama's presence in the public sphere, ranging from the campaign's logo, to the posters that supporters waved at rallies, to the tools that organized supporters on the campaign's website, to the art created by professional and grassroots artists inspired by the candidate's message.



There are a few key elements that designers rely on in creating work which were fundamental building blocks in guiding the campaign's creative process. As with any design project, whether it's designing a soda brand or a presidential campaign, designers need to understand the role of color, form, and content in the hierarchy of human cognition. The human brain interprets color first, form second, and content last.

COLOR

Color is crucial in communicating on the most primitive and basic level of cognition. Imagine a streetlight. With a minimum of processing, we immediately know that red means "stop," green means "go," and yellow means "caution." This example is simple, but it exemplifies the importance color plays in human communication.

Political campaigns are first and most immediately perceived through color. Americans have come to know red as a Republican color and blue as a Democratic color. These colors, along with white, combine to represent our nation's most recognizable symbol – the red, white, and blue of the American flag. Although many campaigns have attempted to break the mold by using other colors, such as Edwin Muskie's purple and orange in 1972 and Jesse Jackson's red, yellow, and blue rainbow in 1984, they struggled to establish the connections and associations that the colors of the flag convey so effortlessly and directly. Beginning with the logo and extending throughout every element of the campaign's graphics, the Obama campaign used red, white, and blue to draw on our most elemental symbol of national unity. We rejected the divisive color scheme of red states and blue states, but still used blue as the dominant color theme to appeal to and draw on the Democratic base.

FORM

Form is essential to creating a profound and indelible relationship between an image and an idea. Visual symbolism was the only means of communication in pre-literate societies, and it retains a power that is more immediate than what can be communicated with words alone. Frequently, the language of symbols is more efficient and effective than the language of word. For example, the face of an iPod shows everything you need to do to select and play the music you want to listen to without using a single letter. You don't need to speak English or even know how to read to know what the icons say – even a child could operate it.

This technique of tying visual symbols with both ideographic meaning and with tangible goods has been a leading practice of corporate marketing during the twentieth century. The golden arches, the swoosh, and an apple with a bite out of it all

serve as visual cues that make us recognize McDonald's, Nike, and Apple. However, until the 2008 election, it was rarely employed by presidential candidates. Sticking to convention has its advantages, but nothing about the Obama campaign was conventional. The campaign went beyond the standard political use of visual elements such as flags, stars, and stripes, all of which instantly connote American patriotism, history, and unity. These symbols are indisputably American and are immediately recognizable as distinctive icons. Their shape and form communicate ideas instantly and effectively in a way that is more powerful than words, and they evoke thoughts and feelings that can be accessed only visually. The Obama visual message integrated these elements in a newly effective way, using the flag, stars, stripes, and other American icons to generate an emotional response that reached far beyond the limits of rhetorical messages.

CONTENT

A frequently used phrase in political campaigns is "control the message," which means retaining control of how the candidate is presented and discussed in the public sphere. While the content of the ideas the candidate is communicating may be the most important aspect of a campaign as far as traditional messaging is concerned, it is the least important when it comes to making choices about design. Content is a difficult design element to utilize in a political campaign because of the lightning-quick responses and reactions demanded by the relentless pace of the campaign trail. The 24-hour news cycle requires sudden shifts in messaging to specifically communicate and address daily talking points. Those shifts in messaging often accompany abrupt changes in color and typography of placards, mailings, and campaign literature. This is especially true for television and print-based coverage of the campaign.

The imagery we see on television is often edited together with footage from days or even weeks before. So while the talking heads are analyzing current events, you may see four completely different rallies on four different subjects in four different contexts that send four completely different messages – all in one four-second clip.

Accordingly, the Obama team realized that our campaign's message would live or die on the design that supported it. While the talking points of the campaign may change daily or even hourly as events unfold, our message would retain stability and consistency if the design elements that delivered it remained constant and imperturbable. As designers, we knew how to hone every element that creates the images that we see, and how to finesse basic design principles to ensure that every detail - such as the discerning use of various fonts and finetuned choices about exactly what shade of red and blue to use and when - contributed as effectively as possible to the overall look of the campaign. A design that successfully served as a multifaceted visual representation of a campaign would draw from a precise and well-crafted conglomeration of images and visual cues, rather than being dependent upon a single image that may or may not be shown on television that night. If we wanted to "control the message," we had to create and maintain an effective design.

To meet these demands, we created a visual strategy that utilized the fundamental principles of color, form, and content in a way that fused beauty and consistency with political savvy and grassroots responsiveness. We became the visual voice of the campaign, offering millions of supporters a way to listen with their eyes and see that Barack Obama was a candidate for every citizen of the *United States of America*.

This book is the story of how it happened.







HOPE

HOPE





ohama'08



























SYMBOL OF THE MOVEMENT

CHAPTER ONE

he Obama "O" logo, with its blue "O" rising over a striped field of red and white, was the campaign's first design element. It was also the aesthetic point of origin for nearly every component of design created by the campaign. Beyond the candidate himself, the logo was the most visible and recognizable element representing a political movement. As a watermark, it stood alongside Obama every step of the campaign trail and offered a powerful opportunity for visual messaging.

In the flurry of activity leading to Obama's official announcement of his candidacy, David Axelrod, Obama's chief strategist, and David Plouffe, Obama's campaign manager, knew that the launch of the campaign would be incomplete without a logo. The logo would be a baseline image that served a wide variety of practical functions: It would help make Obama a compelling and credible candidate, and would demonstrate that his campaign was already organized around a consistent message and platform. It would be immediately accessible to supporters to demonstrate their excitement about the campaign. And it would serve as a visual signature in coverage of the campaign through the media – a key tool for a candidate who was working to increase his visibility and name recognition.

Longtime clients of the Chicago-based motion design studio Mode, Axelrod and Plouffe contacted Steve Juras, Mode's creative director, to help them find the right person for the job. Juras contacted an old classmate, Sol Sender, and asked him to submit a few proposals for the upcoming campaign. In late December of 2006, Sender began to lay the groundwork for the Obama logo. After sending in a handful of samples for review by AKP&D Message and Media, Axelrod and Plouffe's consulting firm, Sender was awarded the project and began the process of designing the symbol.

Sender began by thinking very broadly about how to create a logo that matched the man it stood for. He read Obama's two books and quickly realized that in order to reflect Obama's distinctive qualities as a candidate and make the most of what he had to offer, the campaign would bear little resemblance to traditional political races. In the past, presidential campaigns had applied design as an accessory piece to the substance of other conventional forms of political messaging. Past American campaign logos banked primarily on name recognition rather than the full spectrum of design tools, and their role was largely limited to lawn signs and bumper stickers.

As a designer, Sender saw that the Obama logo could be much more effective in ways other than the usual names in red or blue. To do this, Sender and his colleagues, Andy Keene and Amanda Gentry, established three basic criteria as points of departure for their design:

The logo would tell a simple, authentic story.

The logo would be stylistically resonant.

The logo would demonstrate impeccable execution.

After establishing these requirements, the team started sketching ideas. They picked up two specific themes from Obama's message that they wanted to explore in detail: unity and hope. Sender's team began exploring possible ways to communicate unity in a visual symbol that retained the essentials: Obama's name and the election year. How, for example, could the red and blue of the political parties blend together, and how might they be used in relationship to the red, white, and blue of the flag? How could the "O" in "Obama" and the "8" in "2008" interact with each other? What if a group of diverse hands came together to form a patriotic star?



Together

This was an early concept representing people of differing diversities coming together to form a star in the negative space.

Unification

These concepts explored the intersection of red and blue, activating the candidate's passion for finding common ground: red states and blue states coming together.





Another theme that Sender's team drew out for further exploration was diversity. They experimented with different ways to render the word "hope" emerging from the horizon. The team also considered using the "O" as a window that served as a porthole, using different photos within it to represent different concepts or demographics. They experimented with speech bubbles representing the many voices of America.

It was this idea that led the group to the concept of telling a more open-ended and broadly accessible story: a sun rising on the horizon, representing the hope of a new day. The team was immediately keen on the idea for its simplicity and its ability to convey a number of possible narratives in one image. Sender noted that "early on, we were very interested in how it might function as an independent symbol – that perhaps, at some point during the campaign, it would not require the use of the candidate's name, which would be very unique."



Voice

This was the runner-up. It was about change, the voice of the people. It captured the excitement surrounding the candidate and foreshadowed a groundswell of support. The campaign team liked it quite a bit. They felt it was something new and different.



Symbol of the Movement

Logo Concepts

BarackObama.com

Obama

Horizon

This was one of the final logo options. It was more sophisticated than the other options (maybe a bit too sophisticated). The "O8" reflected the "Ob" in a subtle allusion to infinite possibilities rising.

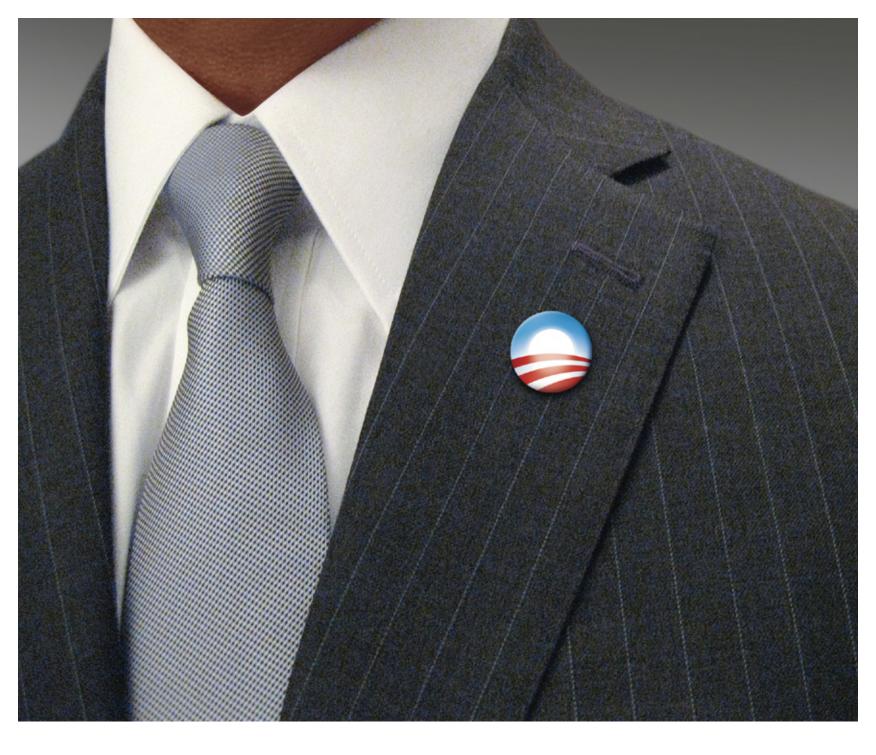


Window to Possibilities ~ HOPE

At the intersection of the "O" and the "08" – a view of a better tomorrow. Sender explored various types of images in the "O." In different combinations, with different words, it activated messages of change, unification, and diversity.







Sunrise Concept

In addition to the clear symbolism and a perfect intersection with the "O" of the candidate's name, this option was recommended because of its patriotic palette. It was new, but it was also traditional. Concerned with the possibility of attacks on Senator Obama for being "different," Sender's group wanted to powerfully reinforce Obama's intersection with the American dream.

THE SYMBOL SPEAKS

In light of its success as a campaign symbol and Obama's electoral triumph, the "O" concept seems like an obvious choice. But this is clear only in retrospect. Politicians thrive on name recognition, and the possibility of omitting the candidate's most important message — his name — was a bold and unprecedented move in the history of campaign graphics.

So why did it work so well? The Obama "O" was an effective political logo precisely because of the qualities that made it a beautiful design. Without using a single word, the logo served as a stand-alone narrative of American hope and optimism. Its stunning aesthetic simplicity allowed it to contain and encompass rich possibilities for evocation and symbolism, and yet it was a clear and distinctive representation of the candidate. The "O" was efficient visual shorthand for the candidate's name, but also represented a sun rising up over the "amber waves of grain" that recalled the stylized stripes from the American flag.

The logo lived a number of lives throughout the campaign, and its intricacies were among the many details polished over a long campaign. In order to separate the two visual elements more distinctly and to make the logo read clearly at a smaller size, Sender's original mark was slightly modified to include a stroke or line between the blue horizon element and the red stripes. Sender's original font for the "Obama 08," the Perpetua

typeface designed by Eric Gill, was changed to Requiem, a typeface designed by Jonathan Hoefler and Tobias Frere-Jones, which we modified to reduce the sharp pointed terminals that are the end strokes of a letter's form. We also decided to use small caps for the words instead of lowercase in order to create a barbell shape that made the wordmark appear more stable and masculine. And inevitably, much of the work was redesigned once again when Joe Biden joined the campaign as Obama's running mate.

As we wove the logo into the campaign and adapted it for every aspect of the campaign, it took on a life of its own: It became a visual icon that surpassed its ideographic meaning. Because the logo could stand alone and did not need the "Obama '08" to support its message, it came to represent a wide swath of ideas that were keystones of the campaign while also offering room for a variety of interpretations and iterations. Simple enough for nearly anyone to render it effortlessly, supporters raised the logo high into the air, painted it on the sides of barns, baked it into cookies and cakes, and carved it into pumpkins. The logo became a means to express support for the campaign in a way that drew on individual creative expression but that was united by a basic visual unity, and it did so through the traditions and symbols that make us proud to be Americans.

A LOGO MADE FOR YOU

The logo had many other lives as well. We created specific versions of it to function as visual identities for the many constituency groups who came together to support Obama. To create these specialized logos, we integrated symbolic forms that signified a demographic's distinct qualities into the visual centerpiece of the logo. These constituent logos ran the gamut of the American social spectrum: Republicans for Obama used the swinging trunk of an elephant to bring in the traditional symbol of the GOP. First Americans for Obama made the "O" into the center of the ritual object known as a "dream catcher," which represented Native American's cultural and religious heritage. Students for Obama rendered the logo's waves of grain as lines on a notebook, and placed the "O" among the equations and diagrams that are the territory of students everywhere. The logos reflected one of Obama's signature campaign themes: In his words, "There is not a black America and a white America and Latino America and Asian America. There's the United States of America." The logos were a visually tangible expression of the candidate's belief in E pluribus unum: Out of many, one. All of them used the original logo as their visual common ground, combining it with a variety of themes and symbols. This approach balanced diversity with unity, using variety to highlight the power of individuals while maintaining a unified and consistent visual identity.







Logo Variations

One-color, two-color, and four-color variations of the logo were designed for both white and blue backgrounds.









Logo Variations

Logos were redesigned using a modified version of the typeface Requiem. The Obama '08 was used during the primaries, and the Obama Biden was released the day Biden was announced as Obama's running mate.







OBAMA BIDEN



OBAMA S BIDEN















































SECONDARY MARK

LOGOMARK

WORDMARK

ALABAMA ALASKA ARIZONA ARKANSAS CALIFORNIA COLORADO CONNECTICUT DELAWARE FLORIDA GEORGIA HAWAII IDAHO ILLINOIS INDIANA IOWA KANSAS KENTUCKY LOUISIANA MAINE MARYLAND MASSACHUSETTS MICHIGAN MINNESOTA MISSISSIOPI MISSOURI MONTANA NEVADA NEBRASKA NEW HAMPSHIRE NEW JERSEY NEW MEXICO NEW YORK NORTH CAROLINA NORTH DAKOTA OHIO OKLAHOMA OREGON PENNSYLVANIA RHODE ISLAND SOUTH DAKOTA SOUTH CAROLINA TEXAS TENNESSEE UTAH VERMONT VIRGINIA WASTVIRGINIA WISCONSIN WYOMING

OLSKADO CSININECTICI LORIDA GEORGIA HAW S INDIANA IQWA KANSA UISIANA MAINE MARYLAI TTS MICHIGAN MINNESO SSQURI MONTANA NEVAL WHAMPSHIRE NEWJERS EW YORK NORTH CAROLIN OTA 9HIO 9KLAHOM ISYLVANIA RHODE ISLAN A SOUTH CAROLINA TEX TAH VERMONT VIRGIN



































WWW.BARACKOBAMA.COM

Constituent Logos















PEQUOS FOR OBAMA



Yes We Carve

Corrie Loeffler's pumpkin, shared on the website yeswecarve.com organized by Josh Horton, Jason Powers, and Josh Jeter.

Photo credit: Kendall Bruns



Cathy Wu

Grand Prairie, Texas

my.bo	social networks & mobile		video	online ads
design	analytics		states people	email
	mgmt		blog	



FORMING THE TEAM

CHAPTER 2

olitical campaigns often operate on the fly, and the Obama campaign was no different. Working with little money and staff, each department had to become scrappy and resourceful. Although David Axelrod had hired Sol Sender and his team of designers to develop the "O" logo before the campaign launched in Springfield, all the other campaign literature and collateral was created by campaign staffers, none of whom were professional designers. The rapid pace of the campaign and the lack of a full-time design staff led to mistakes that threatened to dilute the campaign's message. Sender's "O" logo was unveiled at Obama's launch speech, where it adorned campaign standbys such as placards, stickers, and buttons. As Sender watched coverage of the speech back in Chicago, it didn't take him long to notice how easy it was to fail at properly implementing the design he had worked so hard to create. On the front of Obama's podium was a logo that looked like the one Sender had created. But something was askew: Somewhere along the way from Sender's studio to Springfield, the white negative space in the center of the circle had been dropped from the sign, leaving a dark void in place of the rising sun.

This type of slip-up was no trivial detail. Inconsistent or sloppy design sent the wrong message about the candidate and his campaign. The importance of visual information in how people perceived the campaign and the candidate made design a key element in "controlling the message." Consistency in design was necessary to reinforce Obama's image as a serious candidate with a rock-solid set of principles – indeed, when the Mitt Romney and John McCain campaigns abruptly modified their visuals to imitate Obama's design scheme, it smacked of desperation. Consistent design was also necessary to reinforce the campaign's image as a professional and highly

organized operation – a particularly important message to send given the need to enhance Obama's credibility as a candidate.

In the first months after Obama threw his hat in the ring, most of the design collateral was created by Michael Slaby, the deputy director of new media. Though not a designer himself, Slaby had a basic understanding of the graphic designer's standard toolkit, including Adobe Illustrator and Photoshop. While he had originally been hired to focus on the campaign's website, he quickly became inundated with work requests from various departments because he was one of the only people on the campaign who understood how to use the tools.

But while Slaby was a brilliant strategic thinker and understood the possibilities of design for strengthening the campaign, he soon recognized that his lack of a traditional design education or deeper knowledge of typography hampered his efforts to give design a central role in the campaign's public image. The hectic pace of a presidential campaign in an age of 24-7 media coverage meant that the campaign's most pressing consideration with regard to design was not aesthetic excellence but expedience. In the effort to keep up with the frenetic environment of the campaign, design materials were created and modified ad hoc, with little consideration of visual impact. All the bad effects in the book were cropping up: drop shadows, beveled edges, and other elements that professional designers try to use at the very most in moderation.

To ensure the impeccable execution so prized by Sender when he created the "O" logo, the campaign began to realize that in-house designers were needed to manage the creation and production of future materials. As the campaign intensified in anticipation of the primaries, Slaby wanted to focus on the campaign's new media strategy rather than coming up



A view inside Obama HQ,

Joe Rospars, director of new media, masterminded the team which revolutionized online campaigning. A founding partner of Blue State Digital and having previous worked on the Howard Dean campaign, Joe was instrumental in incubating the creative space that allowed much of the design work to materialize.

with off-the-cuff ideas for materials to complement another speaking engagement. That summer, the early success of the campaign's fund-raising strategy gave Slaby the opportunity to hire professional designers to improve the quality of the campaign's design work and to maximize the potential of a coherent design strategy.

Slaby began scouring the web for portfolios. He was seeking multi-dimensional designers who were comfortable both on the web and in print, and who were comfortable working with software tools like Illustrator and Photoshop as well as wrangling the details of a website at any given moment using coding tools like HTML and CSS. Slaby didn't look for people with political experience; he was more interested in finding the best designers and was willing to do whatever on-the-job training was necessary to attune them to the specific demands of a campaign. He found two people who met his criteria: John Slabyk and myself. On August 26, 2007, I received an email from Slaby with the subject line: "An opportunity to join us."

Scott:

I found your portfolio online via Creative Hotlist and am impressed by the quality and breadth of your work. I am the Deputy Director of New Media for Obama for America and am looking to expand our team. I don't know if you are looking for full-time work, but if you're interested in working in a fast-paced team environment with a lot of creative freedom and the chance to work toward something incredible, I hope you'll get in touch with me. I'm eager to discuss our needs with you.

Best, Michael Slaby

Click-thru the Unicorn

Click-thru is a giant pink unicorn and decorated member of the new media team. He stood strong, assisting in the creation of many smiles and much laughter throughout the campaign. I'd spent the previous few years working for a design firm in Chicago, creating advertising and other materials for clients such as Kohler and Patagonia. I had been wrestling with the lack of passion I had for the work I was doing: After establishing my career, I was tired of using my energy and skills to sell sinks and refrigerators. I was originally trained as an architect, and even after leaving the field I'd retained the architect's impulse to sculpt society for the better. Slaby's email presented the possibility of creating meaningful design for a cause I cared about. I responded immediately:

Wow. I was just thinking about the Obama campaign and would really love to talk to you. My portfolio has expanded far beyond what is currently on my site, and I would love to help in your efforts. Michael, let's try talking tomorrow about this opportunity. What time works well for you?

Scott

After a brief phone call, Slaby and I arranged a time to meet in person the following day with Joe Rospars, the campaign's Director of New Media. The next day, I left early from my job and walked up Wacker Drive to the Obama campaign's national headquarters at 233 North Michigan Avenue.

I took the elevator to the 11th floor and was greeted by a young staffer who led me to the back corner of the office: the new media department, which consisted of a few cubicles and mismatched chairs that looked like they had just come from a thrift



store. Scattered along the walls were Post-it Notes and scraps of paper scribbled with lists and ideas. The space was full of boxes that did double duty as makeshift tables for overflowing desks. There was even an improvised basketball hoop, which I later learned was the department's major source of recreation. The ramshackle setup of the office was endearingly at odds with the brilliant collection of minds working within it – not least because their goal was determining the next president of the United States.

Michael Slaby invited me into a glass-paneled office and introduced himself and Rospars. Rospars's office looked disheveled with writing and diagrams scribbled all over the glass and whiteboards that lined the walls. As we discussed my interests and experience in design and politics, I mentioned that I was from Iowa and had caucused in 2004. Joe asked me whom I caucused for. My answer: Dennis Kucinich. He paused - Joe had played a major role on the Howard Dean campaign - and the room erupted with laughter. He then began introducing me to the rest of the new media team: Stephen Geer, who headed the campaign's email and online fund-raising, and Chris Hughes, the co-founder of Facebook, who managed the campaign's online organizing via its social network, My.BarackObama.com. In another cluster sat Scott Goodstein, the man behind Obama's successful social media strategy and its text message program. Kate Albright-Hanna, an Emmywinning producer from CNN, sat a few steps away, surrounded by loads of equipment and stacks of MiniDV tapes. Kate was responsible for telling the story of the campaign through the videos that would be featured on the website throughout the campaign. After the interview and introductions, Slaby and I stepped outside, and he asked, "When can you start?"

The next day, I received a formal offer to join the campaign. I began working the following day, along with John Slabyk, the campaign's other new full-time designer. Slaby had paired us to complement each other: While my previous projects had focused on web design, John's had been oriented toward print and branding. We both had little idea of what to expect, but it didn't take long for us grasp the scope and magnitude of our endeavor. After the primaries, the design team was expanded and we could rely on a larger staff, but for now it was up to the two of us to take the "O" from here.

DESTINATION: NEW YORK CITY

Our first major task was to design graphics for Obama's New York City rally on September 27, 2008. The event was in the backyard of our biggest opponent, Hillary Clinton, and was anticipated to be the campaign's biggest rally yet. On September 21, our video team uploaded a video of Senator Obama asking the people of New York to come together for the event: "We can believe we can be one people. ... See you in New York." If we were working for a design firm with a conventional work schedule, a project the scale of the New York rally would normally take months to develop. We had just about a week. John and I quickly realized that our days of traditional design process were over. As Slaby had told me in my interview, our mission was to build a plane in mid-flight.

We were hoping for our largest crowd yet, and we had only a few days to design posters, billboards, flyers, tickets, e-tickets, T-shirts, email graphics, landing page graphics, feature graphics for the homepage, a streaming live web page for the speech, and donation pages to take advantage of the rally's momentum. As we plunged into the work, the original division of labor that

Slaby had in mind for the two of us vanished. Distinctions between print and web design became irrelevant because of the sheer volume of work we were doing in so little time, and because of how tightly we had to integrate our work on all the elements for the rally. We had to trust each other to make the right changes on any and all of our materials at any given time, both in print and online.

Slabyk and I began sketching ideas, exploring possible paths, and eventually combining our concepts into one design. I pulled from Milton Glaser's famous "I Heart NY" piece as my inspiration, replacing the symbol for love with Obama's "O" logo and making it function as a verb. Slabyk drew on the techniques of classic 20th century European poster design and experimented with a "Dutch" angle - positioning the text and image at an angle to the viewer. Over the course of the week, our materials for the rally came together. Together, our concepts made a design that was sleek and stylish enough for New York City. Before we had a chance to reflect on our work and decide how to proceed from here, the New York rally was happening. 24,000 people - the largest crowd to date for the campaign - gathered in front of the brightly lit arch of Washington Square Park to hear Obama give a passionate and personal speech:

"There are those who are saying you should be looking for someone who can play the game better, but the problem is that the game has been rigged. The time is too serious, the stakes are too high, to play the same game over and over again."

After we had finished live-streaming the event, Michael Slaby looked at me and asked, "Did you ever think you'd design an entire event in less than a week?" I replied, "Not like that."







Photo credit: Matt Ipcar

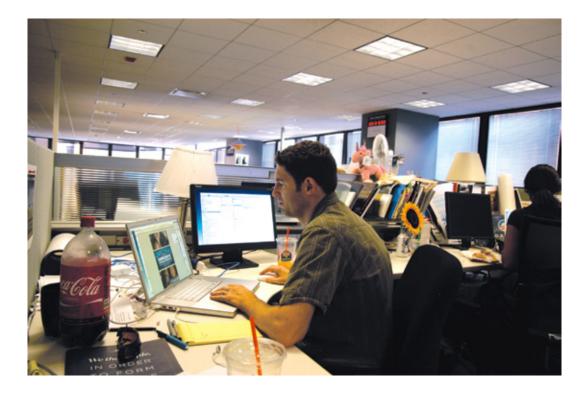


Will Wan and Jess Schlueter (top), John Slabyk (bottom),

A look inside the new media department, our desks cluttered with computer monitors, various liquids, and plenty of Obama art.



Photo credit: Matt Ipcar



My desktop (top) from a bird's eye perspective, gearing up for Election Day.

Wade Sherrard (bottom) working on a print piece.





THE CHALLENGE

CHAPTER 3

s we turned our attention to the primary season, we faced the challenge of executing a 50-state campaign. We would need to design official assets for organizers at every rally, large and small – from materials at a neighborhood cakewalk fund-raiser in Bettendorf, Iowa, to banners for the national convention in Denver. We had to field requests from the various groups within the new media department as well as the other departments within the campaign.

It was clear to John and me that we were not going to have much time to reflect on possible ideas for our projects. Understanding the implications of not having the support staff typically afforded by advertising and design firms made for a tough transition to the world of a political campaign. There was no time for working out a concept, building brand standards, and extensively thinking through how we were going to "roll out" a product. Instead, we would have to design a particular graphic in one day. We never saw anything we printed until it was in the field. The only printer's proofs we had were what we saw on breaking news coverage from CNN. Our copywriters were the email team, and our clients were hundreds of campaign staffers requesting design help. Unlike most traditional advertising campaigns, after creating a graphic or updating the homepage, a stream of comments would begin to pour in. Our work was going to have to change quickly and evolve to the constant pressures of a presidential campaign.

CAPTURING THE MOOD OF THE PAST AND PRESENT

John and I were working so quickly that we needed a way to see the components we were doing separately from day-to-day at a single glance. Our fly-by-the-seat-of-your-pants process led us to use what are known as "mood boards." The boards made

it easier for us to collaborate and to explore different design directions. They also ensured that designs appeared consistent across the several mediums we were working on when one new design would be distributed via print, email, and the web. We built the boards from large pieces of black foam core, and we covered them with printouts of designs we were working on, archived imagery we were collecting for our projects, and any other ideas that could inspire our designs.

A major feature of our mood boards were design elements that were already familiar parts of America's visual vocabulary. Redeploying images that were already engrained in the American mind created an avenue for communicating ideas and associations that both complemented and transcended words. When using an iconic vocabulary, it's possible to fumble. At one point in the campaign, we designed a sign similar to the Presidential Seal for a governors' summit. After some debate as to whether the design was a good idea in the first place, it was released and poorly placed directly in front of Obama during the event, causing a flurry of criticism from the right. In politics, these types of images have such potent meaning that we needed to employ them in a way that was effective but not gratuitous.

We developed an aesthetic that combined the past and present appropriately for our candidate. Obama aspired to be a new kind of president, but he was also one who drew upon the American historical tradition. We implemented design elements and typographic styles from the American political past, including the kind of detailing that marks objects as possessing authority and authenticity in the American mind, such as scrolls used for certificates and elements of currency. We also remixed the classic Uncle Sam U.S. Army poster with

CHANGE WE CAN BELIEVE IN



PAID FOR BY OBAMA FOR AMERICA

his finger pointed at the reader with a smiling Obama saying "I Want You" to caucus. We issued reprints of Obama's speeches using the kinds of lettering and embellishments associated with the Constitution. This kind of design used a common visual language that evoked American history in simple but powerful ways.

QUALITY CONTROL

It was no easy task for just two people to handle the entire design workload of a presidential campaign. Yet, despite the small size of our team relative to the scope of the operation, and despite our lack of time to employ the traditional review process used by design firms, we managed to turn out work that adhered to our standards with a level of consistency that astonished outsiders. In an interview in Newsweek in February of 2008, designer Michael Bierut observed: "I have sophisticated clients who pay me and other people well to try to keep them on the straight and narrow, and they have trouble getting everything set in the same typeface. And [Obama's campaign] seems to be able to do it in Cleveland and Cincinnati and Houston and San Antonio. Every time you look, all those signs are perfect. Graphic designers like me don't understand how it's happening. It's unprecedented and inconceivable to us. The people in the know are flabbergasted."

Ironically, it was the very lack of time and resources that are usually available in the design process that made these high standards possible. This was not "design by committee", there was no committee. The campaign was small enough that there were no elaborate chains of hierarchy and approval so common among corporate clients. We also benefitted from the trust we earned from the other staffers once they saw what we could do.

Slaby had deliberately chosen John and me because we hadn't been schooled in the conventions of political campaigns. He knew we could raise the bar for the role of design in a political campaign, and that we understood that the same design principles that applied to products and brands could be applied to a political candidate. The initial results we were able to produce made the staff willing to let us work independently, and gave them confidence in our insistence that there was a better way to design a campaign than what they were used to. Because of this trust, we were able to work without depending on approval from the typical ladder of departments as with most organizations – a review and approval process that often leads to less-than-consistent execution.

Being able to work with and rely on just one other designer led to many late nights at the office. But being able to rely on and collaborate with just one person was precisely what allowed us to maintain the consistency that was so key to effective visual messaging. Every single piece of campaign collateral that incorporated design passed through our hands, and we were able to diligently make sure that each of those items met the standards that John and I had worked out together. We didn't even create an official style guide for the campaign until we expanded our staff for the general election. After some frustrations with outsourcing our printing to local vendors for events, such as inconsistent color, we decided to buy a largeformat printer for our use in-house to create the hundreds of podium signs needed for events. This created more work for us, but it also let us control the process to get the results that so astonished Bierut.

Our consistent design standards and our direct link to the people who were actually using and implementing our work

insure domestic Franquitity, provide for the common and our Posterity, do ordain and establish this Comsta Section 1. All legislative Powers herein granted she Section 2. The House of Representatives shall be con in each State shall have Lualifications requisite for Electors of No Person shall be a Representative who shall not and who shall not, when elected, be and Inhabitant of that I that Representatives and derect Flaces shall be apportioned a Numbers, which shall be determined by adding to the whole No not laxed, three fifths of all other Persons. The actual Onum and within every subsequent Term of ten years, in such Man thirty thousand, but each State shall have at Least one Rep entitled to chuse three, Massachusetts eight, Rhode Island eight, Delaware one, Maryland via, Virginia ten, North Co When vacancies happen in the Representation from the House of Representatives shall chuse their ofpear I tocken a thoro brate of the United thates shall be comber

on the ground also gave us another unexpected advantage. We couldn't respond to every individual email in our inbox asking for a JPEG of the "O" logo or a file for the "Change" banner, and we couldn't hire someone just to distribute art. We made the decision to place all the design assets online, where anyone could download them and use them for their particular needs, context, and purpose. This wasn't an obvious solution. Coming from a corporate advertising design environment, this open-source approach was a total shift away from traditional thinking about visual branding, in which proper brand management means centralized brand control. This was especially useful once we initiated the Artists for Obama campaign, when our design repertoire expanded to include the many artists who were inspired by the campaign and contributed their creative talents to the cause.

For the general election, we decided that our small team of designers needed to expand to a larger group that would be structured by a more distinct division of labor, with print, web, and production handled separately. Our print team was responsible for designing much of the printed materials being distributed throughout the states and used for direct-mail campaigns, as well as many of the flyers, tickets, and posters for events occurring around the country. Our production team was responsible for physically producing these elements, and spent much of their time printing out design components, mounting the print to foam core, and cutting out the signs with X-Acto blades. The web team spent their time designing online campaigns, working on general site maintenance and enhancements, and creating media-oriented microsites, including Fight the Smears, The McCain Record, and the Tax Calculator. Some staff specialized in design and user interaction, while others

focused their attention on front-end programming that would make the sites function as efficiently as possible.

Our goal was to implement the principles of the campaign in visual form, and to employ the principles of the campaign into our design process. This posed a different set of challenges, one that required equally innovative solutions.

A MESSAGE OF HOPE

One of the ideas that formed the bedrock of the campaign was reintroducing hope into American politics after years of deepening cynicism among potential voters. The "Hope" visual was iconic and beautiful in its simplicity, but we also knew it was a difficult platform to run on. Hope could seem intangible and unrealistic - especially to voters who were disenchanted by the limitations of the American political system, the very people we were trying to reach. But while we were wary of the risks that came with placing hope at the center of the campaign, Obama's unique persona made it a successful strategy to win over hearts and minds. Obama's idealism was balanced by a sense of gravitas and pragmatism, and his focus on creative problem solving made hope seem real and sound-minded, not a pie-in-the-sky illusion. Instead of being turned off or dismissive, people responded to Obama's call for a belief in new possibilities.

The theme of hope quickly took on a life of its own among our supporters, and we were in no position to tell them not to be hopeful. So instead of changing course, we embraced the moment and took advantage of the momentum. Placing hope at the center of our visual campaign tied in with Obama's message, bringing out the American longing for a plausible form of optimism. Hope also was a consensus-building tool: It didn't

























OLD STYLE NO. 1



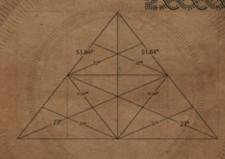
OLD STYLE NO. 1, one of the early Linotype faces, is still extremely popular with publishers, printers and trade composition plants. Although it is primarily a book face, it has been used for periodicals and a miscellany of job printing quite successfully.

The design is of English origin, and was extremely popular with the MacKellar, Smiths and Jordan foundry. It has the simplicity and freedom from "frills" characteristic of the better English old styles just prior to the introduction of the modern letter.

As a body type, Old Style No. 1 brings an even-textured page and may be read with maximum comfort and ease. For display purposes Caslon Old Face and the related series of Linotype Caslon decorative material will be found an excellent combination, or Linotype Narciss may be used to advantage as in this folder. The following pages show the size range of Old Style No. 1—5 to 18 point inclusive, and also indicate the variety of faces with which Old Style No. 1 is combined in two-letter matrices.

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ANOTYPE LIMITED, TORONTO - Representatives in the Principal Chief of the Month





have the partisan charge of words like "security" or "life." Early on, we used the word "hope" as a message on yard signs, with the 'o' in "hope" replaced with the Obama "O" logo. Later, we realized that "hope" didn't have to be communicated just with typography but could also be communicated through visual imagery. Whether it came in the form of a white glow behind an image, a radiant sunbeam, or a graceful waving flag, visual expressions of hope could inspire people in a way that was concretely embodied in these forms and symbols.

"WE" NOT "HE"

One of the core goals of the Obama campaign was to engage voters by making them feel like they mattered. We wanted to actively involve individuals in the political process to show that they could make a difference, and we wanted to build a campaign that had a reciprocal relationship with the grassroots rather than being a separate entity removed from our supporters on the ground. As staffers, we didn't view ourselves as superior to the people on the ground; we saw ourselves as an extension of the grassroots. As we were brainstorming event titles or developing specific campaigns, we sought to focus our message on a theme of "we," the people, rather than "he," Barack Obama.

We wanted to bring the movement we were creating into the campaign. So we tried to use every opportunity we had, visual and otherwise, to welcome and engage everyday people and to be inviting and empowering rather than isolated and hierarchical. We hoped that this kind of message would instill a pride and loyalty in our supporters that would in turn reinforce the link between our supporters and our message. We wanted a sign we designed to be something a supporter could hold with pride, and that they would feel was a direct statement by them. This would both create and reinforce participation within the movement, using design to create a unity of image and conviction.

The main way to do this was to make sure we kept our supporters at the forefront of our decisions. Direct feedback from our supporters poured in through the comments on our social media projects, including the official campaign blog and My.BarackObama.com, as soon as any speech was over or when we made a new addition to the website. We paid close attention to these comments, because they offered us a true measure of the effectiveness of our efforts without the misguided conclusions that often come with official focus groups. Reading what our supporters had to say gave us ideas and guidance that made our campaign truly grassroots in character. I could scout message boards to get the kind of helpful feedback that normally would have required a bigger staff and a lengthy review process. When commenters noticed an inconsistent serif font in our "Veterans for Obama" logo or thought that our use of a rainbow in our Pride logo looked too childish, I could implement changes immediately. Our commitment to erasing the distinction between voters and the electoral process didn't just make for good politics; it made for good design.

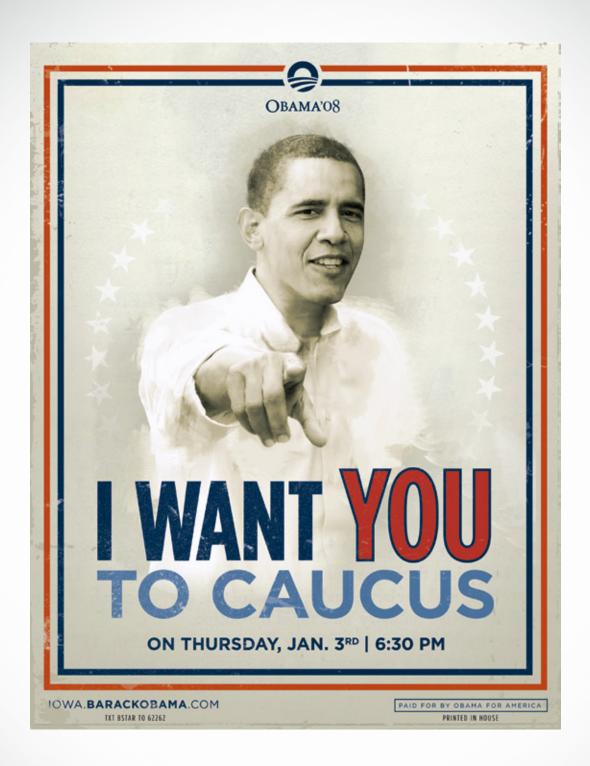
TRANSPARENCY 2.0

The Obama campaign was also committed to opening up the political process from the top down. After eight years of a secretive administration that made crucial decisions behind closed doors, we wanted to make our campaign open to the public and to make our choices open to scrutiny and discussion. The 2008 campaign came just at the moment that Facebook, Twitter, and other forms of social media provided

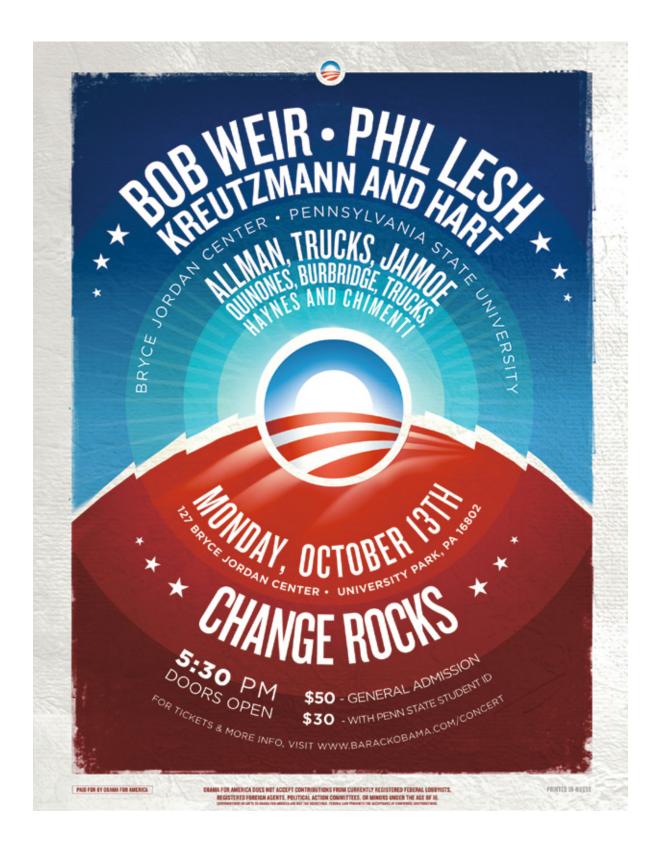
new lines of communication among people and heightened expectations for the level of disclosure available from politicians and organizations.

To bring the principle of transparency together with these new types of interactive media and to make the campaign a genuine grassroots endeavor, we created a campaign headquarters blog that generated the highest traffic of any part of our site. Bloggers Sam Graham-Felsen, Chris Hass, and Amanda Scott delivered content that told the entire story of the campaign. Rather than merely a daily diary following the candidate, the blog told the stories of supporters across the country. The blog posts were followed by thousands of readers every day. They generated hundreds of comments that we could use to gauge what our movement wanted to see, and that gave individual supporters another way to exchange thoughts and ideas. The popularity of the blog had a unifying effect, as our users' interest in and demand for more information required us to offer them new ways get that information. The website also became our biggest fund-raising channel. The Obama campaign was built on small donations from individuals, and just as individuals drove the design process, they also drove the fund-raising process. As our interactive tools reached more and more people, design and fund-raising reinforced each other.

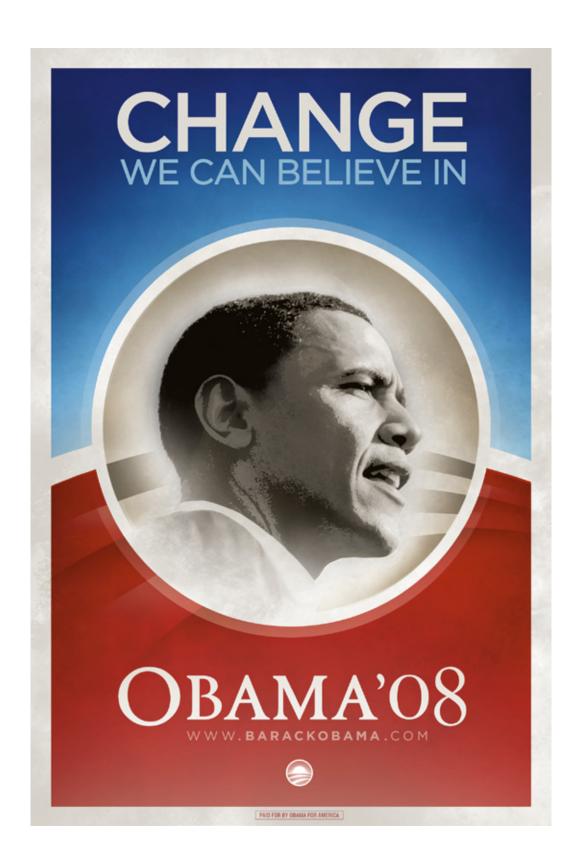
Interactive features like our campaign blog, the video diary, and individual My.BarackObama.com microsites gave us a way to make design decisions that were based on what voters really wanted, as opposed to what we thought they wanted, or what we wanted to tell them they wanted. Combined with web analytics, they gave us direct, firsthand information about what worked and what didn't, and let our design process be driven by hard data about voters' responses and opinions, not hypothetical speculations. Our design decisions could be genuinely responsive because we could pay close attention to both qualitative feedback and site traffic data, and avoid preemptive spin in favor of actually listening to what people had to say. Voters had a voice that mattered.

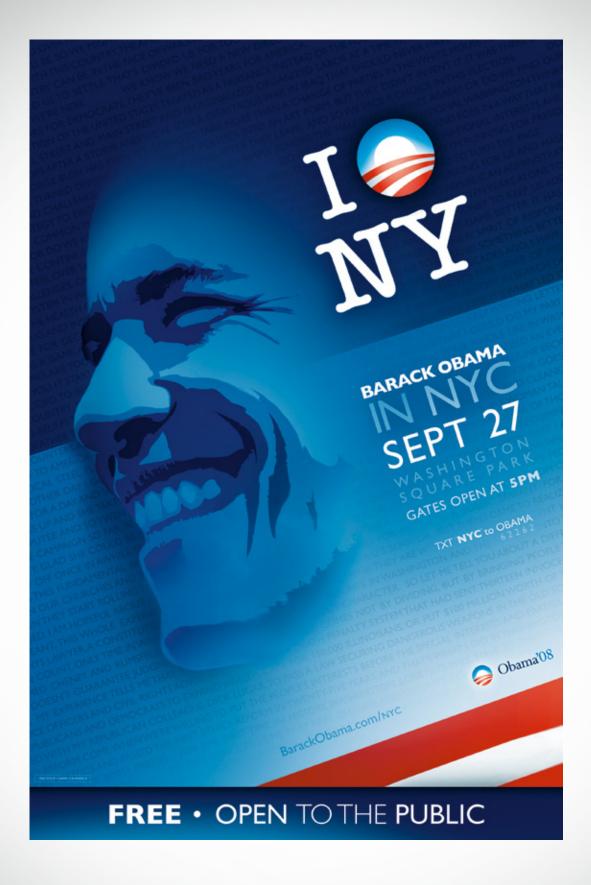


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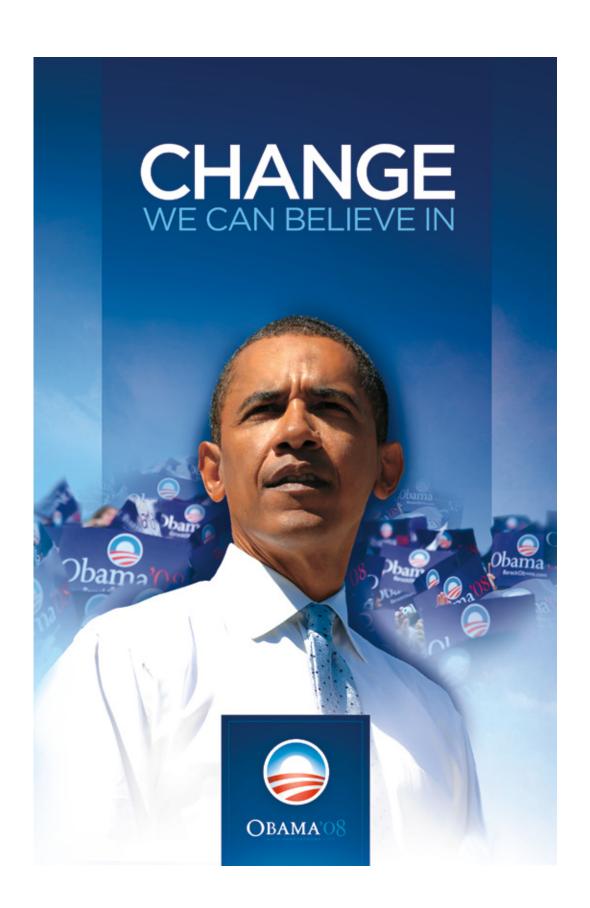


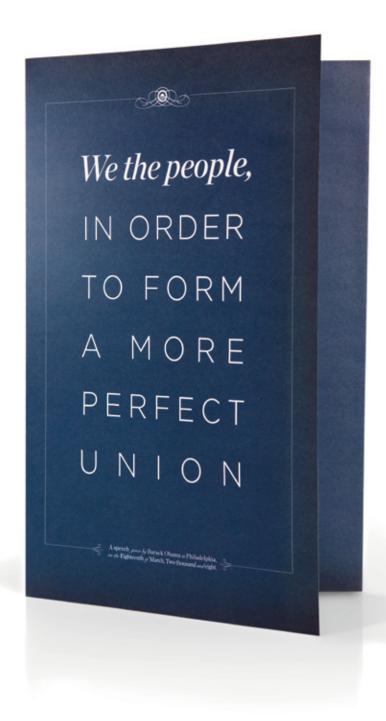
John Slabyk
Washington, D.C.





John Slabyk
Washington, D.C.





WE BE PEOPLE IN ORDER TO FORM

A MORE PERFECT UNION



A speech www for Barack Obarna

Two hundred and twenty one years ago, in a hall that still stands across the street, a group of men gathered and, with these simple words, launched America's improbable experiment in democracy. Farmers and scholars; statesmen and patriots who had traveled across an ocean to escape tyranny and persecution finally made real their declaration of independence at a Philadelphia convention that lasted through the spring of 1787.

The document they produced was eventually signed but ultimately unfinished. It was stained by this nation's original sin of slavery, a question that divided the colonies and brought the convention to a stalemate until the founders chose to allow the slave trade to continue for at least twenty more years, and to leave any final resolution to future generations.

Of course, the answer to the slavery question was already embedded within our Constitution - a Constitution that had at its very core the ideal of equal citizenship under the law; a Constitution that promised its people liberty, and justice, and a union that could be and should be perfected over time.

And yet words on a parchment would not be enough to deliver slaves from bondage, or provide men and women of every color and creed their full rights and obligations as citizens of the United States. What would be needed were Americans in successive generations who were willing to do their part - through protests and struggle, on the streets and in the courts, through a civil war and civil disobedience and always at great risk - to narrow that gap between the promise of our ideals and the reality of their time.

This was one of the tasks we set forth at the beginning of this campaign - to continue the long march of those who came before us, a march for a more just, more equal, more free, more caring and more prosperous America. I chose to run for the presidency at this moment in history because I believe deeply that we cannot solve the challenges of our time unless we solve them together - unless we perfect our union by understanding that we may have different stories, but we hold common hopes; that we may not look the same and we may not have come from the same place, but we all want to move in the same direction - towards a better future for our children and our grandchildren.

This belief comes from my unyielding faith in the decency and generosity of the American people. But it also comes from my own American story.

I am the son of a black man from Kenya and a white woman from Kansas. I was raised with the help of a white grandfather who survived a Depression to serve in Patton's Army during World War II and a white grandmother who worked on a bomber assembly line at Fort Leavenworth while he was overseas. I've gone to some of the best schools in America and lived in one of the world's poorest

nations. I am married to a black American who carries within her the blood of slaves and slaveowners - an inheritance we pass on to our two precious daughters. I have brothers, sisters, nieces, nephews, uncles and cousins, of every race and every hue, scattered across three continents, and for as long as I live, I will never forget that in no other country on Earth is my story even possible.

It's a story that hasn't made me the most conventional candidate. But it is a story that has seared into my genetic makeup the idea that this nation is more than the sum of its parts - that out of many, we are truly one.

Throughout the first year of this campaign, against all predictions to the contrary, we saw how hungry the American people were for this message of unity. Despite the temptation to view my candidacy through a purely racial lens, we won commanding victories in states with some of the whitest populations in the country. In South Carolina, where the Confederate Flag still flies, we built a powerful coalition of African Americans and white Americans.

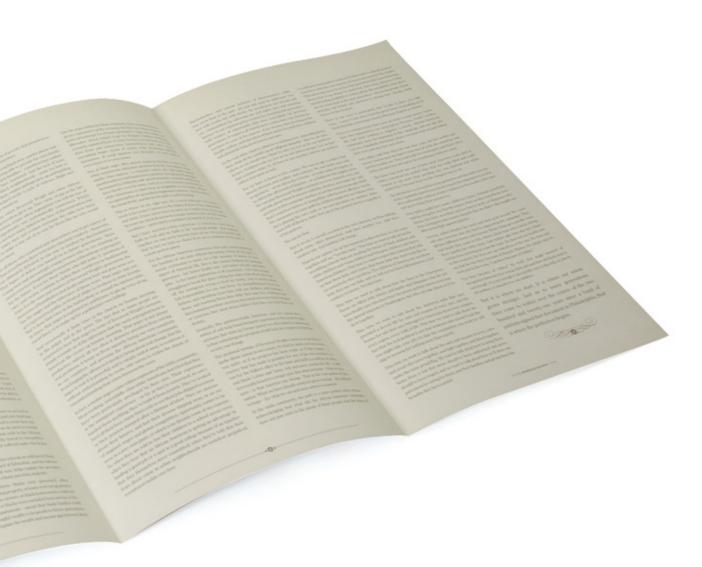
This is not to say that race has not been an issue in the campaign. At various stages in the campaign, some commentators have deemed me either "too black" or "not black enough." We saw racial tensions bubble to the surface during the week before the South Carolina primary. The press has scoured every exit poll for the latest evidence of racial polarization, not just in terms of white and black, but black and brown as well.

And yet, it has only been in the last couple of weeks that the discussion of race in this campaign has taken a particularly divisive turn.

On one end of the spectrum, we've heard the implication that my candidacy is somehow an exercise in affirmative action; that it's based solely on the desire of wide-eyed liberals to purchase racial reconciliation on the cheap. On the other end, we've heard my former pastor, Reverend Jeremiah Wright, use incendiary language to express views that have the potential not only to widen the racial divide, but views that denigrate both the greatness and the goodness of our nation; that rightly offend white and black alike.

I have already condemned, in unequivocal terms, the statements of Reverend Wright that have caused such controversy. For some, nagging questions remain. Did I know him to be an occasionally fierce critic of American domestic and foreign policy? Of course. Did I ever hear him make remarks that could be considered controversial while I sat in

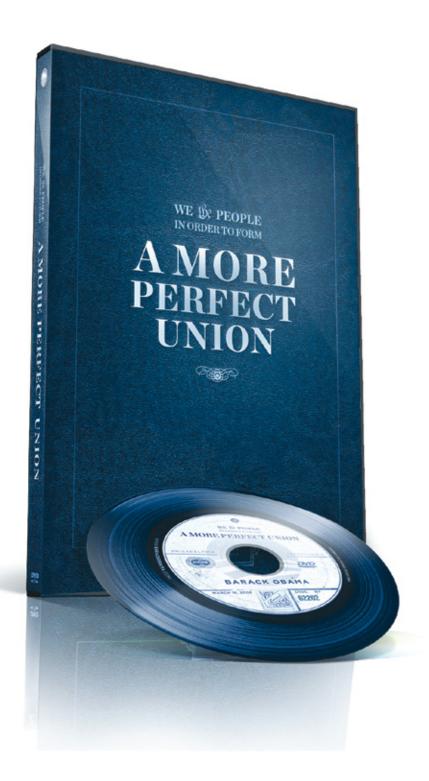


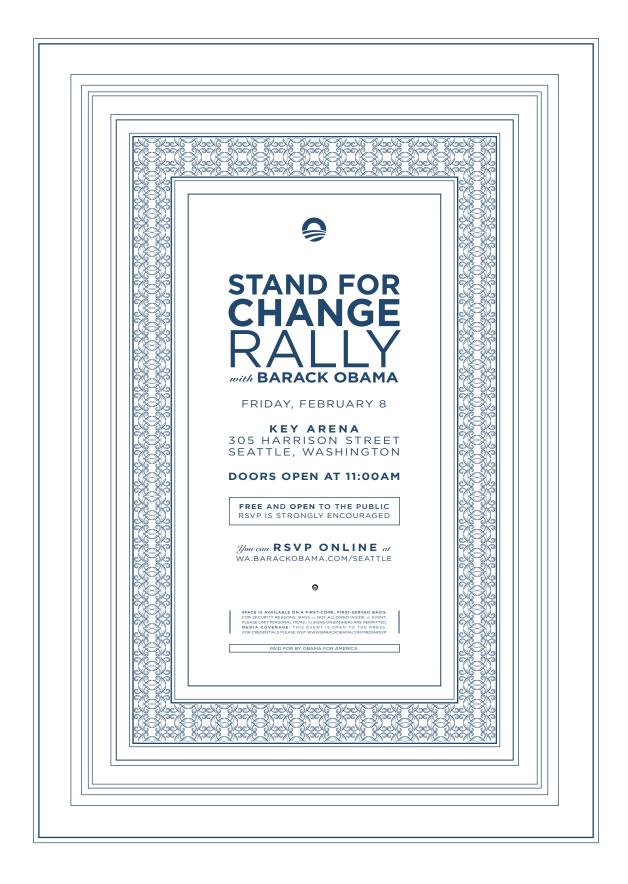


WE BE PEOPLE IN ORDER TO FORM

AMORE PERFECT UNION

















CHANGE WELLEVEIN



Obama Buttons

Jess Weida created hundreds of buttons within campaign headquarters for just about anyone who wanted one.



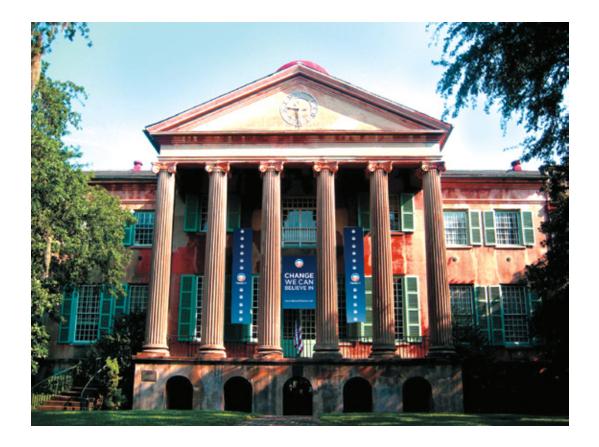








YES WES CAN











THE VISUAL VOICE

CHAPTER 4

ne of the campaign's most dramatic innovations was our formation of a successful political brand, a type of messaging that had never been applied so systematically to politics. "Branding" is a scary word to apply to a political candidate, because it suggests that electoral politics has become just another consumer product. But branding isn't about creating a commodity. As Marty Neumeier notes in his book *Brand Gap*, branding is "a person's gut feeling about a product, service, or organization." Branding, in other words, is essentially emotive and evocative. The Obama "brand" consisted of the full range of sentiments and associations people had about the candidate, the feelings that he inspired among his supporters, and the emotions that those supporters successfully conveyed to other people to make their case for the candidate.

This approach to branding reveals perhaps the most important key to the success of the Obama brand. It was not contrived or manufactured by a marketing team or by political operatives. Rather, it was built on a reciprocal relationship between the candidate as a human being and the sincerity and commitment of his supporters. Branding naturally involved careful and thoughtful choices about design: as Newsweek noted, the campaign's design strategy was "much more cohesive and comprehensive than anything we've seen before, involving a logo, typefaces, and web design in a way that transcends the mere appropriation of commercial tactics to achieve the sort of seamless brand identity that the most up-to-date companies strive for." But because of the evocative character of both design and branding, our design choices would not have been compelling if they had not been driven by the genuine passion of the people who created them.

When we thought about the kind of campaign we wanted to create, we drew on our own belief in Obama and his ability to change politics and America for the better. Our design choices were the direct result of our own emotions about the candidate, not our purported expertise in branding. Our design scheme wouldn't have struck a chord among millions of Americans if it hadn't originated in a genuine set of feelings. Moreover, it would not have been compelling if the emotive elements of the brand hadn't been reiterated on every level of the campaign. The designers who took pay cuts or did work for free on the campaign did so because they believed in Obama and were not manufacturers of the brand. Instead, we created an emotional vehicle that was affirmed and diffused by our supporters on the ground. No slick campaign literature would have been sufficient to create a message that would change minds. It was people's experience of the campaign - their encounters with the people who took the time to knock on doors and set up tables outside of supermarkets - that ultimately conveyed the brand. Our representation of Obama was a vehicle for this emotional content, but it was not a replacement for it. Indeed, it would have been nothing without it. Every voice in the campaign was one part of a broad matrix, of which design was one of many constituent elements.

There was another critical element of the success of the Obama brand: It had nothing to do with the smoke and mirrors usually associated with terms like "brand management." Successful branding creates symmetry between image and substance, and brands work only when the organization corresponds to the individuals it is working to organize. In certain respects, our job was easy: We weren't trying to convince anyone that Obama was something that he wasn't. The Obama brand

worked because it was an accurate and transparent rendering of what Obama stood for, not a distortion of who he was or a way to pander to voters. It conveyed Obama's key qualities in a way that was both effective and accessible without compromising his intellectual heft or his eye for complexity. Obama was eloquent but down to earth. He was attuned to the concerns of everyday Americans without resorting to demagoguery. He didn't need distortion or spin, and our charge was to design a campaign that reflected his substance rather than trying to manufacture it. We drew our inspiration from his words and energy throughout the campaign, and our strategy would not have worked if Obama's message hadn't rung so true and hadn't resonated so deeply with the American public. Our work expressed the message and served as the messenger, but it was never more important than Obama himself.

THE MEANING OF THE MESSAGE

Part of why branding is effective is because it reinforces the consistency and stability of a particular message. This is especially critical for a political campaign: Without consistency, people find it difficult to find you credible or worth their loyalty. To gain the trust of the American people, Obama had to stay "on message," and part of being "on message" is maintaining consistency – including visual consistency. Barack Obama was a relatively young junior senator, and his opponents frequently attacked him for his lack of experience in elected office. Design elements like typography and the use of color would not add years of experience to Obama's resume, but they could play a role in determining what people perceived as the benefits of experience, such as a high level of organization, clear thinking, and flawless execution.

Accordingly, we conceived and implemented every element of our design scheme to deliver a consistent experience. We knew that people tend to vote for people they trust, and we made design choices that would consolidate voters' perceptions of Obama as a candidate who was worth their trust. Because of their evocative power, design and branding elements can create a stable personal bond between voters and the candidate. We wanted voters to see and think the same things every time they thought of Obama, and we wanted to elicit the feeling that he was a familiar figure whose attributes and values they could relate to and trust. If our designs were all over the map, people would think the same of our message. Our tightly integrated visual strategy strengthened our public image of Obama, and served as a counterweight to the charges of inexperience that other candidates tried to level against him.

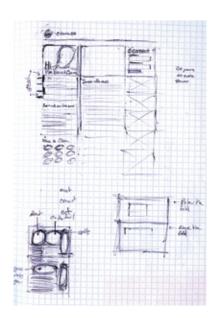
A NEW VISUAL LANGUAGE

Designers often want to pull in new creative solutions for each project or task, but in a sustained campaign this would have diluted our design vocabulary with too many dissonant elements. To establish a distinctive visual message, we created a customized visual language for the campaign, utilizing color, typography, and specific design components to build a visual narrative. We wanted people to make connections between the many different experiences of the campaign, like watching a rally on television, visiting the Obama website, or reading a piece of direct mail from the campaign. To make this relationship concrete, we experimented with elements such as typefaces, icons, and gradients to forge a cohesive visual vocabulary that would become the Obama brand standards.

Our visual language consisted of four styles that we created to give us a framework for each particular direction of our wide range of tasks. We referred to these styles as Campaign, Instant Vintage, Timeless, and Supporters. Each language consisted of a distinctive color palette, typography, and set of imagery. The Campaign style used the Obama bright blue gradient, the radiating white glow emanating from the horizon, and glossy "buttons" for actionable items. The Instant Vintage language adopted elements from America's visual heritage to communicate the historic nature of the campaign and create connections with America's past. The Timeless visual language pulled in imagery that was specifically associated with presidential and American history. Supporters was a catch-all category for the individual creative work created by our grassroots supporters that we wanted to incorporate into our efforts while distinguishing it from official campaign material.

A PALETTE FOR POLITICS

One of the subtlest yet most powerful choices designers make is how to use color. To create a controlled and consistent color palette to match our visual language, we used a simple primary bright blue color for the Campaign style to symbolize the Democratic Party, a marbled gray for the pediment of the White House, and Republican red as our "accent" color to illustrate the campaign's theme of unity. The Instant Vintage colors were more muted: They were derived from historical images whose tones had faded over the years, and conveyed the historic qualities of those images. The Timeless visual language used a darker navy blue in place of the bright blue used in the Campaign style, as well as silver and a yellow that was reminiscent of parchment.



Blue – the color of the sky, the flag, and the Democratic Party – was our dominant color. The variety of mediums we were working in made it hard to make sure that our blue was consistent, whether it appeared on the web, in email, or in print. In different kinds of light, different camera lenses, and different television screens, the blue printed on placards and banners was never the exact same color as the one in our original swatch book. Over the course of the campaign, our ability to maintain a blue that would be bright and vibrant became more controlled and consistent in a broader range of media, and had the effect of making the campaign seem brighter and brighter as we inched toward Election Day.

BARACKOBAMA.COM

Even as recently as the 1990s, a political campaign's message was limited to a poster and a segment on the nightly news. Now, the internet is a central part of our culture, and voters can get information from independent blogs, campaign websites, YouTube videos, email, and social networks such as Facebook and Twitter. This has made more information than ever before available to voters, and has dramatically expanded the potential interface between voters and candidates. To maximize the potential of these technologies, we needed our website to attract visitors, give them a reason to stick around, and link their experience online with our efforts on the ground. User-friendly information architecture and site design would be the foundation for such features as our campaign blog, videos, social networking, and volunteer mobilization. Since our fund-raising strategy was focused on small individual donations, our website would also play a central role in determining its success.

In the fall of 2007, Michael Slaby, Joe Rospars, John Slabyk, and I stayed up for a late-night brainstorming session to discuss what the site needed to do for Obama to be successful in the primary races. We started by identifying key verbs, such as "persuade," "raise," and "connect," and used them to determine the basic infrastructure that we would use to re-design the site.

This process was an opportunity for John and me to consider the full range of design questions we had been mulling over in our first months on the campaign: How should we use color, typography, and photographs? Does this color of sky blue make the senator appear "in the clouds"? Does this dark blue make him appear sinister? Can we bring in grays and whites that resemble the polished marble facade of the White House without it seeming presumptuous? Can we use only Gotham for headlines, or should it be a serif typeface?

We zeroed in on key objectives: to systematically control the use of color, adhere to consistent typographic styles, to communicate hope through emotive design elements, and to separate various components of content in a logical order would create a familiar user experience no matter what page a user landed on. We also needed consistent design elements, navigation, and page layout that would look the same in whatever browser our users happened to use.

However, we had some serious constraints. We'd inherited a site that already had hundreds of pages that were live, and more were being created every day. The site was going to constantly evolve, and we needed to develop work-arounds that accommodated constant additions and were custom-made to bridge the gap between what we had and what we wanted. We were also short on time and personnel. Most websites for major operations, corporate or otherwise, let designers start from the

beginning and give them months to create site infrastructure and to code and test the site. We simply did not have the luxury of time and extra staff that usually comes with working in an agency or web development shop, and that meant that we had to rethink much of the conventional wisdom about how to create a website.

We knew that our site was going to receive very high traffic at certain moments, such as during speeches, election results, and televised debates. To create a well-oiled machine we were going to need to deliver content during and after key events. We also needed to make our content static so we could distribute it over a content delivery network, maximizing bandwidth and avoiding backlogs when the site received a swarm of visitors at once. This would require new design templates for every page, so we created a library of assets to make the production work as simple as possible.

We were using the back-end structure for MyBarackObama. com, which had been developed by Blue State Digital. Our other main domain, BarackObama.com, would be accessed through different servers. We would compensate for our lack of time by developing the website live, something that just isn't done in most professional web development operations. There were also certain standard server administration tasks that we weren't going to have time to attend to. Initially, the pace of our development process didn't give us the room for instituting a file versioning repository to control files. This meant making edits on live pages, which was risky business. We also faced another problem: Since we weren't creating every single page from the ground up, we didn't have the time to go through every bit of code before going live to make sure every page complied with standards for page validation. This would

have made sense for a single product, but not something this expansive, and not at this pace. We were working on all pages at once, in real time.

These weren't ideal working conditions for a web designer, but they created opportunities to rethink how to make the site do what we wanted it to do. Because we didn't have time for formal focus groups, we relied on A/B testing and Google Analytics to make decisions about how to tweak the design and optimize it for our users. This let us base our changes and choices on solid empirical evidence, rather than a small sample pool. Because we could quickly see what was working and what wasn't from direct feedback and hard data from users, we could take much of the guesswork out of the site design. The people who tested our site and determined our decisions were our visitors.

Our reliance on analytics made designing and building portions of the website as much of a grassroots effort as knocking on doors and making phone calls. In our case, the grassroots served as the measuring stick of success. By running experiments we could easily solve problems, answer questions, determine best practices, and understand our supporters.

This approach extended to our other choices about design. For example, most designers see splash pages as taboo. They are seen as an annoying imposition to users, since they require an additional click to enter the main site. However, to build our stock of usable data for targeted volunteering and fund-raising emails, we decided to use a splash page to ask visitors for their email address and ZIP code. This built our email strategy into our site design from the top down. The information users gave us from our splash page created the bulk of our email list, which became the largest of any campaign in history. It

enhanced our stock of direct contact information campaign, letting us reach as many interested people as possible without resorting to such clumsy techniques as "robocalls."

We also designed the site to invent new ways of making our campaign as participatory as possible. To draw on the particular talents and resources of our supporters, we asked everyone who donated to our campaign for their profession. We used this information to generate specific funding appeals, but we also used it in other ways: When we decided to design a campaign T-shirt, we sent an invitation to every user who had described themselves using the words "artist," "designer," or "creative." If they wanted to submit a design, the e-mail gave them a link that sent them to a page with the requisite visual assets so they could create a design and upload it to the site. In just a few days, we had thousands of T-shirt designs. We made the contest into a vote for "Tees By the People, for the People," letting users cast their ballots. The shirt with the highest number of votes won, and was available for purchase on the site.

Design and analytics were critical to the success of our online campaign because we could use them to fine-tune how to communicate most effectively with users. We could see, for example, that more people donated when our fund-raising page was in one column instead of two, and then make future decisions accordingly to maximize the potential of each visit. Our grassroots orientation become more than an ideal; it was a way to create good design. This in turn fulfilled our ambition for our work as designers: We didn't just make things pretty – we made things work.

The science of web analytics will change dramatically over the coming years. Previous campaigns have relied on polls and focus groups to nail down that nebulous thing called "public

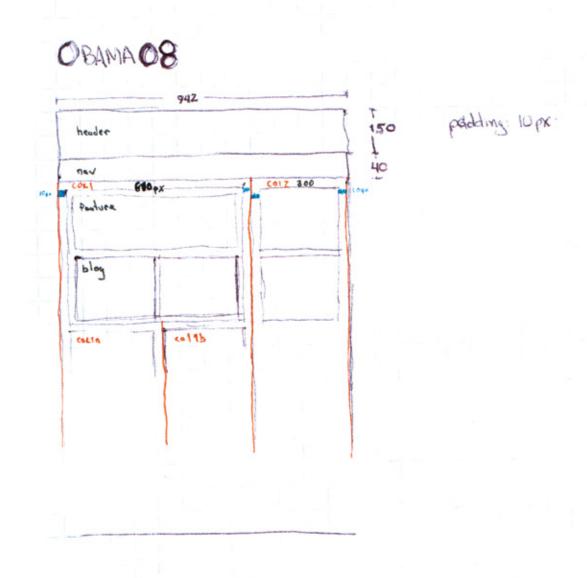
opinion." But these approaches involve extrapolation and projection, which means that they are often at several degrees removed from what people actually think. The optimization technology that we used to make our decisions is the same technology that lets Google target ads to you based on how you use the web. In the consumer context, this will give advertisers the ability to direct ads to people who are more likely to respond to them. In the political sphere, it means that web analytics, complemented by the qualitative feedback of site comments, can provide far more direct information to campaigns much more quickly than ever before. They also give campaigns a measure of success that has never been available in such tangible form before an election.

This technology has dramatic implications, because it has the potential to transform how citizens interact with both political candidates and their elected representatives. As more and more of politics goes online, this technology can democratize the relationship between voters and politicians, making government and electoral politics far more responsive to individuals based on how they access and use information resources. Theses technologies are not merely an adjunct to other elements of campaigning. They are going to fundamentally change how campaigns are run and how people go about the business of democracy. They will play a central role in future campaigns because they are the best way to communicate information, mobilize support, and respond to voters. In this case, the medium really is the message, and we are just beginning to understand the implications. Our use of analytics in the Obama campaign heralds a new era: The future of politics will be online.



Original Site Design

The campaign website before the redesign in December of 2007.



Sketch of Website's Pixel Dimensions

This sketch from my sketchbook was used while programming the site.

OBAMA'08



Phone

Fundraise

Travel to an early state

Reach out to friends

BARACK TV



Des Moires, lova Saturday, November 11, 2007

OBAMA BLOG

Honoring Those Who Serve on Veterans Day Check out some pictures from this weekend. This sidealize includes the sign wer on Fiddig night and all the events on Scharley.—Each more By Jamie Mulligan | November 12, 2007

Observa says the 'II flight for middle class
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The Nashua Tellegraph: Nevernor 01, 2007

THE NEWS

Obama says he'll fight for middle class Democratic presidental consistate librack Obama said Workerskip he would take on besiding, insurance and exposed interests to give the struggling middle class risks. The Nashus Telegraph | November 08, 2007

Oberne says he'll fight for middle class Democratic presidential condition librate. Otherns said Wednesday he wall this on bashing insurance and coporare interests to give the smapping middle slave nitre. The Neahua Telegraph | November 08, 2007

View the News

SHOP & SUPPORT



Add to Carl

AWOII

Oberne Yard Sign Oberne Button

EVENTS



November 12, 2007 South Carolina Countdown to Change in Sen Francisco, CA

View All Events

WHERE DO YOU LIVE?



Happy Veterans Day Barack Oberne today refeased the following statement on Veterans Day... Food York

NEW HAMPSHIRE

Devail Patrick Leads Cervess from Massachusetts to New Hampshire On Setunday, Massachusets Governor Devail ... Pand row

NEVADA

SOUTH CAROLINA

GET INVOLVED

Email Address

GROW THE HOVEMENT

Own a piece of this historic campaign.

MEET AN OBAMA SUPPORTER



Marissa Medenza from Sen Francisco, CA Demonstro positional conditions and the sense of the sens

BARACK ON THE ISSUES

Barack Obama supports full civil unions and Federal Right for LGBT Couples. Branch Obams apports fill civil unions that give same-sec couples accurate part of the same sec couples accurate part of the same sec couples a

CAUCUS CENTER

Take a look inside the caucus

ACTION CENTER



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PAID FOR BY OBAMA FOR AMERICA





"I'm asking you to believe. Not just in my ability to bring about real change in Washington... I'm asking you to believe in yours."

MULTIMEDIA

TAKE ACTION

THE UNITED STATES

THE PEOPLE

TURNING The PAGE ON CONVENTIONAL THINKING

WHAT YOU CAN DO

Phonebanking

Fundraising

Travel to an early state



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NEWS

lowa Independent on Obama's crossover appeal

Iowa Independent on Obama's

BLOG

Here's a must-read from the lows independen To lowans, electability means that we need to win this election," said Dale Hedgecoth, ...

Here's a must-read from the lows independent.
To lowans, electricially means that we need to win this election," said Date Hedgecoth, one of... for Obama's most out-spoken

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EVENTS

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MAKE A MATCHING DONATION

MEET A SUPPORTER



Become a supporter!

BARACK ON THE ISSUES

Barack Obama supports full civil unions and Federal Right for LGBT Couples.

View the issues

Take a look inside the caucus

SHOP & SUPPORT



- Obama Button Obama Bumper Sticker

NOV 17 2007 Texas Countdown to Change LARGO, TX

Boston Countdown to Change

DEC 13 2007 Charlottseville Countdown to

ACTION CENTER

Take action today? How can help in this movement for change?



Have your own ObamaBlog®

WHERE DO YOU LIVE?



VISIT YOUR STATE PAGE







MEET BARACK OBAMA

INVOLVED

PHONEBANK

FUNDRAISE









Title one



Fire it up, ca



Title one

MOST RECENT | MOST POPULAR

NEXT 3



A Week - in Pictures

A Week - in Pictures

This Week in the Early States

Sunday Clips by Sarah Ramey

Obama speaks to UAW members

in Ottawa, IL by Sam Graham-Felson

RSS & View Archives





ACTIONCENTER

VIEW Obama pledges better veterans care

The Des Moines Register VIEW Obama says soldiers should not get unexpected tour extensions

VIEW Obama, Harkin write to **Bush about USDA stance** on black farmers

RSS N View Archives



Maryland Countdown to



Madison Countdown to Change



Charlottseville Countdown to Change Hong Kong Phooey, number one super guy. Hong Kong Phooey, quicker than

DONATE NOW



I'M ASKING YOU TO BELIEVE. Not just in my ability to bring about real change in Washington ... I'm asking you to believe in yours.

BARACK OBAMA





"I'm asking you to believe. Not just in my ability to bring about real change in Washington... I'm asking you to believe in yours."

GET INVOLVED

EN ESPAÑOL



NOV 20 2007

Barack Talks to Students and Local Residents in Alton, New Hampshire

After releasing his plan to provide a comprehensive, world-class education for every child at Manchester Central High School this morning. Barack headed north for a series of Meet the Candidate events at high schools in the Lakes Region and Mount Washington Valley as snowfall marked the beginning of another New Hampshire winter. Read more...

Story posted by Sarah Ramey

OTHER STORIES

Women for Obama

Obama on VetVoice now

Tell us your stories

Bring Your Passion for Barack to UNLV

Morning News

Iowa independent on Obama's crossover appeal

Barack Talks with Google & YouTube

VIEW THE ARCHIVE

NEWSROOM

NOV 20 2007

Iowa Independent on Obama's crossovetttr appeal

Story posted by New York Times

NOV 20 2007

Iowa Independent on Obama's crossover appeal Story posted by QC Times

SUPPORT STORE



Ladies Obama Fleece

SHOP & SUPPORT

STATE PAGE

) Obama Yard Sign) Obama Bumper Sticker \$50.00

\$8.00 \$3.50

GO TO YOUR STATE PAGE



Maine Minnesota Missouri Nebraska

Tennessee Utah



NOV 14 2007

Rally in San Francisco

Boston Countdown to Change

DEC 2 2007

Boston Countdown to Change Boston, MA

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BARACK TV



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Marissa Medenza from San Francisco, CA Democratic presidential candidate Barack Obama said Wednesday he would take on... Read more ...

THE SOLUTIONS

Create a Transparent and Connected Democracy

Read about Barack's Technology and Innovation for a New Generation

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MY.BARACKOBAMA.COM

Make Friends . Host Events Help Fundraise • Have a Blog

SIGN UP NOW

OBAMA EVERYWHERE

South Carolina





TODAY WE BEGIN IN EARNEST



LEARN

ISSUES

ACTION

PEOPLE

STORE BLOG

DONATE NOW

H * H

BARACKTV



TURNING The PAGE ON CONVENTIONAL THINKING

Turning the Page on Conventional Thinking

MEET BARACK ORAMA





MAKE A DIFFERENCE

Phonebank

☐ Fundraise

Visit an Early State

Spread the Word

O OBAMABLOG

November 13

Our Kids, Our Future: Town Hall Events at New Hampshire Schools

'Tim impetient with a school system that is leaving too many children behind," Barack said during his return to Kennett High School in Conway earlier this evening. Barack spoke to jam-packed high school gymnasiums

CONTINUE READING

The Women for Obama Story

NY Times on Obama and local media

Dec 13 Our Kids, Our Future: Town Hall Events at New Hampshire Schools

Dec 13 Digg Obama

Dec 12 The Women for Obama Story

Der 11 NY Times on Obama and local media

Our Kids, Our Future: Town Hall Events at New Hampshire Schools

EARLY STATES





November 13

O OBAMANEWS

Obama's Cheering Section Ups The Volume

many children behind," Barack said during his return to

Obama's wife meets local working women by NEW YORK TIMES

Obama offers plan for averting credit

Barack Talks with Google & YouTube

Bring Your Passion for Barack to UNLV



Obama Fleece Vest

Holiday Iter Yard Signs Buttons

OBAMAEVENTS



Barack Obama: Change Rocks

Dec 18 Join Michelle - Women for Observe or EVERYTOWN, IL

I SUPPORT OBAMA BECAUSE

He is genuine. Unlike so many, Barack Obama shows a true understanding of the challenges facing the country and is true in his convictions.

Jim



Create a Profile

Create an OBAMA Blog Stay Notified of Local Events

SIGN UP NOW

OBAMAMAP

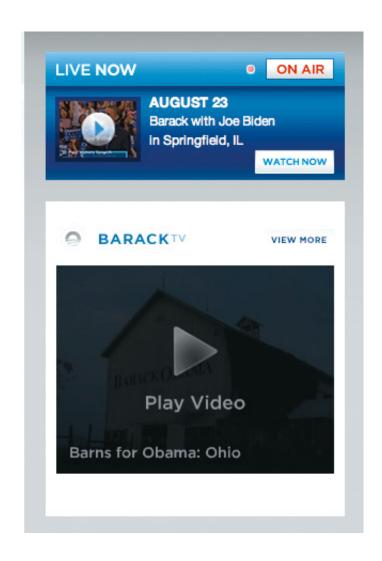


LUNGIS DESIMAGE FIND AN EVENT GO. Visual Voice Final Site Design . LEARN ISSUES MEDIA ACTION PEOPLE STATES 8.00 STORE NEW ENERGY FOR **ORGANIZE AMERICA** CHANGE LEARN MORE New Energy for America LEARN MORE OTHER STORIES Joe Biden! JOSE DISCRET.

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care have Note New May After Stone Day Down Philosphip Terrer/Stone Control



























































Michelle and I were heartwisen to learn about the methic tagody that occurred in Delkalh today, and our thoughts and our proyees are with the victims and their families. While the full densitare will tunches, what is close in that this kinds of sensaless violence must stop, and all of as have a responsibility to do what we can to supp it.

BARACK DRAWA

















OUR TIME

















HISTORY





TESTED

BETTER OFF

VOTING

NO MAVERICK

ORGANIZE

CHANGE

Which MICHELLE'S SPEECH

JOE BIDEN













MEET

DEMOCRATIC

RENEWING AMERICA'S PROMISE

LEARN MORE

BARACK OBAMA

WATCH THE SPEECH

PLAN FOR THE ECONOMY

ONE WORD

TODAY

CALL SUPPORTERS IN BATTLEGROUND STATES

MAKE CALLS NOW







RESULTS































ZERO

KEATING ECONOMICS









WATCH THE VIDEO

OUT OF TOUCH

DEMOCRATIC







BARACK HAS CHOSEN JOE BIDEN TO BE HIS RUNNING MATE





CENTER













JOIN OBAMA

Errail Address

Zip Code

SUBMIT

Sign up for the Coams Action Wire on Facebook

Sign up for the Coams Action Wire on MySpace

REPORT A **SMEAR**

Received an email Smear? Forward it to us at

TWO WAYS FIGHT BACK



WHO'S BEHIND SMEARS?

FIND OUT

HELP US SPREAD DONATE NOW

SEARCH



Fight back against "hateful," "vicious," and "desperate" robocalls

GET THE FACTS AND TAKE ACTION NOW



The McCain campaign is maliciously distorting Barack's strong record on

GET THE FACTS



a democrat, despite what "partisan attack dog" Stanley Kurtz claims about the New Party.

GET THE FACTS



GET THE FACTS



Bill Ayers is "phony,"
"tenuous," "exaggerate
at best if not outright
false."

GET THE FACTS



Columbia University scholar Rashid Khalidi is not one of Barack's foreign policy advisors.

GET THE FACTS



smear-master Jerome Corel is peddling more lies about Barack and Kenya's Raila Odinga.

GET THE FACTS



Attacks claiming Obama secretly tried to sway the Iraqi government to ignore Bush policy are



GET THE FACTS

Obama doesn't take advice from Fannie Mae execs, despite claims made by smear emails and McCain attack ads.

GET THE FACTS



Republican votersuppression guru Ken Blackwell felsely claimed Barack was an organizer for ACORN.



Voters who arrive at the pols wearing campaign gear such as buttons or T-shirts can still vote.

GET THE FACTS



GET THE FACTS

GET THE FACTS

A fallen soldier's mother is "ecstatic" Barack mentioned her son's bracelet during the



The NRA is pushing misleading research and distorted claims about Barack's record on illegal

GET THE FACTS



GET THE FACTS

Radical anti-abortion ideologues are running ads that make wild 'Born Alive' accusations against Barack Obarna



attacking Barack Obama's faith is full of outright lies.

GET THE FACTS



GET THE FACTS

already retracted an angry email claiming that angry email claiming
the set tested sentill
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thousands of dollars.



Barack with lies and distortions in new hit

GET THE FACTS



GET THE FACTS

back with a TV ad that faisifies and exaggerates in order to to Barack to William Ayers.



visit our troops overseas, but that didn't stop email smears from daining otherwise.

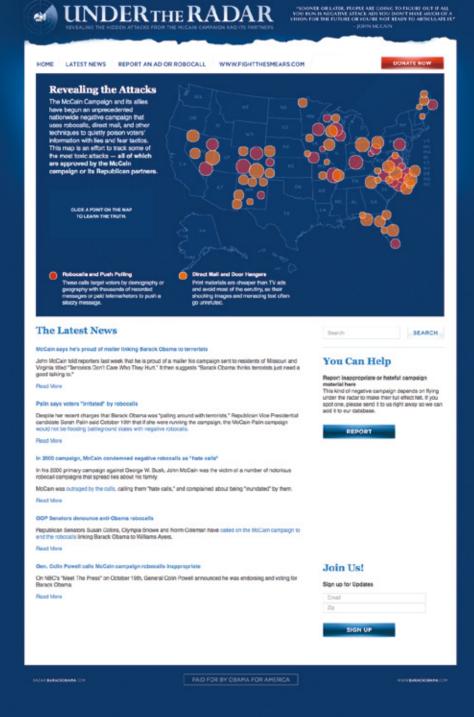
GET THE FACTS



committed Christian, not a Muslim.



"whitey" attack against Michelle Obama is completely disproven.



I PLEDGE ALLEGIANCE TO THE FLAG

of the

United States of America

AND TO THE REPUBLIC FOR WHICH IT STANDS

ONE NATION UNDER GOD

indivisible,

with

LIBERTY and JUSTICE

FOR ALL

AN AMERICAN TYPEFACE

CHAPTER 5

hen Sol Sender created the "O" logo, he used two typefaces that the campaign would rely on for almost a year: Gill Sans and Perpetua, created by the British type designer Eric Gill. Perpetua, a Roman face designed in 1925, can be found in the naves of churches in West Sussex, England. Gill Sans, a geometric sans-serif, was inspired by Edward Johnston's London Underground typeface. Both are truly British in influence and style, and both - especially Gill Sans - appear elegant, sophisticated and classic. However, these qualities also made them seem stylistically formal, and somewhat reminiscent of a European black-tie affair. We wanted the message we sent to be much different, so we began exploring other possibilities. Typefaces speak for the words they compose, and some of the more obvious options said the wrong things. A Swiss face like Helvetica, the font of choice for many government organizations, would communicate a sense that our campaign was official, but it would also make Senator Obama seem generic and part of the establishment. We were looking for a typeface that was versatile and bold, simple but elegant, and that looked historically and stylistically American.

Our top choice quickly became Gotham, a typeface created by Jonathan Hoefler and Tobias Frere-Jones, who have also designed typefaces for *The Wall Street Journal*, Rolling Stone, and the United Nations. Gotham was initially commissioned by GQ magazine, whose editors were looking for a typeface that appeared masculine, new, and fresh. The Gotham typeface was inspired by the signs at the Port Authority Bus Terminal on Eighth Avenue in New York City. Frere-Jones had grown up the city, and was always fond of the distinctive lettering of the "old" New York. The typeface was attractive but unassuming. It appeared blue collar but could dress up nicely. In other words, it was a perfectly American choice.

Gotham made its campaign debut on October 12, 2008. That day, the feature graphic on the campaign website included the phrase "Lessons from Iraq." We noticed that in the Gill Sans typeface, the curling "r" and "q" in "Iraq" just weren't appropriate for the subject at hand: The face had quill-like terminals that made the image look too fancy, like a wedding invitation. The campaign decided to go with Gotham from then on out. In the following weeks, Gotham began to appear both in the feature area of the website, as well as throughout the campaign's graphics, literature, advertisements, and placards. Around the same time, I began designing graphics for Obama's appearance at Arizona State University, where we premiered our "Change We Can Believe In" credo using Gotham on placards and banners.

As Gotham became our standard typeface, we tried out varying weights and styles. We decided to give priority to segmented terms that created a visual hierarchy to reflect our message. For example, "Change We Can Believe In" featured "change" as the most prominent word, with the rest of the phrase balanced below it. We also aligned the edges of the letterforms along the same grid line to both the right and left of the block of text, known to designers as full justification. This was rooted in the tradition of letterpress printing, where letters were often spaced evenly line after line to create a solid and stable form.

Although Gotham was the campaign's official typeface, no type collection can be complete with a geometric sans-serif alone. For smaller sizes of type and large blocks of text, we needed a more readable serif, and for a personal touches, a script. John started using a face with the appropriate name of "Liberation Serif," while I preferred Chronicle and Hoefler text for a serif face. We often used Liberation Serif for mastheads and stuck with Chronicle and Hoefler Text for body copy. Pulling from

Type used by the campaign before October of 2007

Type used by the campaign after October of 2007

PERPETUA GILL SANS

ABCDEFG HIJKLMN OPQRSTU VWXYZ ABCDEFG HIJKLMN OPQRSTU VWXYZ GOTHAM

LIBERATION SERIF

ABCDEFG HIJKLMN OPQRSTU VWXYZ ABCDEFG HIJKLMN OPQRSTU VWXYZ

the past, we often mixed the geometric sans-serif, Gotham, with an old-fashioned script for words such as "and," "for," and "the."

The effect of typography and visual design is delicate and often subliminal. As a result, explaining the importance of a strict adherence to typographic standards to staff members, most of whom had no background in graphic design, was a challenge. Before John and I came on board, staffers often changed the typography to accentuate the specific talking point of the event. To a non-designer, this might seem to make sense, but it is actually a logistical nightmare since it requires constant redesigning for every possible occasion.

To streamline the process, we created a system of elements that used a typographical template to manufacture everything that used type and design. This took the burden of day-to-day redesigning off the shoulders of campaign staffers, and allowed them to concentrate on their individual fields of expertise.

Working closely with advance team, who prepped for events on the ground, we were able to maintain the unprecedented consistency throughout the long campaign that made Barack Obama a viable political candidate and a household name.

As the campaign's visual composition began to evolve into a professional design system, pragmatic decisions on typographic consistency prompted a flood of media requests seeking interviews with the campaign's "font guru." This was a gratifying moment for us. It was proof that our decisions about design were playing a role in how people perceived our campaign, and that design was making a difference.

Typography standards used by the campaign

GOTHAM IN A GRID

Gotham is used in varying weights, segmented out in terms of messaging hierarchy. In standard display format, a fully justified grid is preferred for strength and symmetry.

For all headline displays, text should always be set in ALL CAPS. Lowercase letterforms are only to be displayed in body copy.



CHANGE WE CAN NATIONAL VOTER PROTECTION CENTER

OCCASIONAL Snell ROUNDHAND

Snell Roundhand should be used sparingly on items such as "to", "the", "from", "for" and "by". Be aware of how often this technique is implemented in a single design, as well as the appropriateness of it in context of the message itself.

JUDGMENT to LEAD

OUR TIME

for

CHANGE

HAS COME



STATE of the RACE

SERIFS

STANDARD DISPLAY SERIF

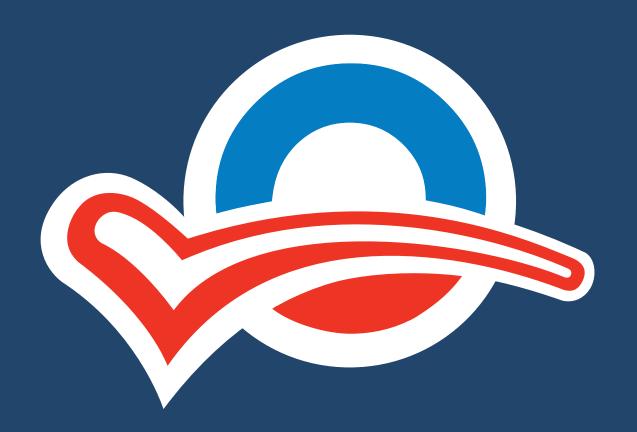
Liberation Serif Bold is the Standard Display Serif (it is available free online). When seeking the look of a bridge between "campaign" and "timeless" aesthetic, this is the way to go.

Standard Web / Body Serif

GEORGIA is the Standard Web Serif. The effect intended when using Snell Roundhand in graphics can also be executed by italicizing Georgia.

SPECIAL SERIF

CHRONICLE is the Special Serif, to be used when creating items solely in the "timeless" look.



VOTE FOR CHANGE

CHAPTER 6

nside the campaign, we knew both the primary and general elections came down to a question of voter turnout.

But before we rallied to get voters to the polls on Election Day, we had to get them to register.

As a community organizer on Chicago's South Side, Obama had spent the early part of his career stressing the importance of participating in the democratic process. In 1992, as director of Project Vote, Obama helped to register 150,000 voters in Chicago's underrepresented neighborhoods on the city's South Side. Project Vote helped Illinois elect the first African-American woman to the U.S. Senate, Carol Moseley Braun.

The challenge for the campaign became turning polls and projections into electoral reality, and that meant finding out why so many potential voters don't always make it out to vote. The campaign had already established a sizeable lead among younger voting demographics. But as any political analyst will tell you, young people aren't the most likely voters to make it to their polling place on Election Day, in part because their transitory nature often leads to uncertainty about where and how to vote. If we could register a landmark number of new voters and give them clear information on how and where to vote, we would have a significant edge come Election Day.

In early July of 2008, a few staffers decided we would use the Internet to help get out the vote in an entirely new way. Chris Hughes approached me with a concept that built on the success of VotePoke and Rock the Vote, which used technology to make information on registering and voting more accessible. Hughes thought we could use a similar approach to assist people in registering to vote online. After analyzing various existing projects, I came up with an idea that would become VoteforChange.com, the site that would function as a central hub for our registration efforts.

With voting laws and regulations varying by state, county, and municipality, we discovered that the main reason many people weren't voting was because of confusion about eligibility and registration. VoteForChange used the Internet to simplify an often convoluted process. The initial concept for the site was simple: Users would answer a series of questions about where they lived, and VoteforChange.com would search voter files and provide the users with either their polling place or a stepby-step breakdown of how to register and where to vote. All the questions were made as user-friendly as possible. They were also based on a logical progression that reduced the number of questions people had to complete while allowing us to acquire enough data to give them the information they needed. For example, if the user entered "February 19, 1945" for his or her birthday, the system would not follow up with, "Are you a college student?"

The site was a simple and quick method of determining voting status. But behind the scenes, the information architecture that would lead a user through it in the most efficient manner possible was quite complex, and the logic diagram we created to guide people through the various steps resembled the schematic for launching a rocket ship rather than building a website. We also used web analytics to determine which parts of the questionnaire users were leaving blank, and at what points they were leaving the site without completing the process. This allowed us to adjust and reformulate the questions accordingly. For example, we decided to inform users why we were asking sensitive questions — such as, "What is your social security number?" — and gave them options for printing out the form and completing it by hand before submitting it.





REASONS TO VOTE FOR CHANGE

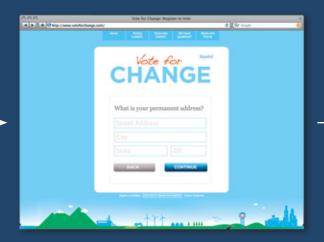
With a firm concept and a visual structure for the site in place, we needed a fresh way to promote it. Working with SS+K, an advertising agency in New York, we came up with a campaign titled "Reasons." Rather than using manufactured appeals devised by campaign headquarters, it highlighted individual responses from our supporters about why they were registering to vote. We didn't want to give potential voters rationalizations crafted by seasoned political consultants. Instead, we wanted to hear what reasons made people passionate about voting in this election. In tandem with expressive illustrations, we hoped their messages would be heard by new audiences.

The next step was to create visuals that would illustrate people's reasons for making it to the polls. With our design team already pressed for time, we called in a group of illustrators from all across the country to create the visual aspect of the campaign. Each design utilized an artist's illustration style that would demonstrate a reason to vote. The result was the Vote for Change advertising campaign and poster series.

The increasingly prominent role of graphic design in the campaign raised some interesting questions about the role of

visual communication in a democracy. Imagery has a long and distinguished tradition in American politics, ranging from Thomas Nast's Tammany Tiger to the World War II war bond campaign. Political posters have always been a traditional visual point of reference for political and social movements, often becoming the most memorable record of historical events.

Our posters also drew on another long-standing American political tradition. As a form of positive advocacy, they drew on Americans' cultural inclination toward optimism. Americans do not want to be pessimistic; we believe that we can fulfill our dreams, and we want to believe that something better is possible. The fearmongering of the Bush campaign in 2004 and the Nixon campaigns of 1968 and 1972 are, in some respects, exceptional: The American political sensibility regards negative and antagonistic campaigning with distaste. This is why appeals to American optimism have been so successful across party lines, including John F. Kennedy's vision of Americans as "confident, courageous, and persevering" in the face of peril, and Ronald Reagan's assurance that it was "Morning in America."





The emerging role of independent artists and designers in the campaign prompted some critics on the right to dismiss their creations with the notoriously vague term of "propaganda." Obama's right-wing critics seemed to define "propaganda" as anything they disagreed with. Yet while their charges weren't thoughtful arguments, the question of what constitutes propaganda is worth considering.

Visual communication seems to be especially vulnerable to the charge that its purpose is not persuasion but manipulation. This suspicion of imagery stems from its reliance on emotion and association rather than reason. Images are evocative, rather than logical. But that does not make visual imagery prone to distortion any more than any other kind of appeal, including classical political rhetoric. And in America, where people choose their president based on whom they'd like to have a beer with, emotions and associations matter, because the emotive qualities of images are precisely the qualities that move people to vote. We wanted to use the full range of ways that there are to say something, and sometimes images are a better way to communicate than words. The use of images and symbols affords a level of communication that can be far more direct

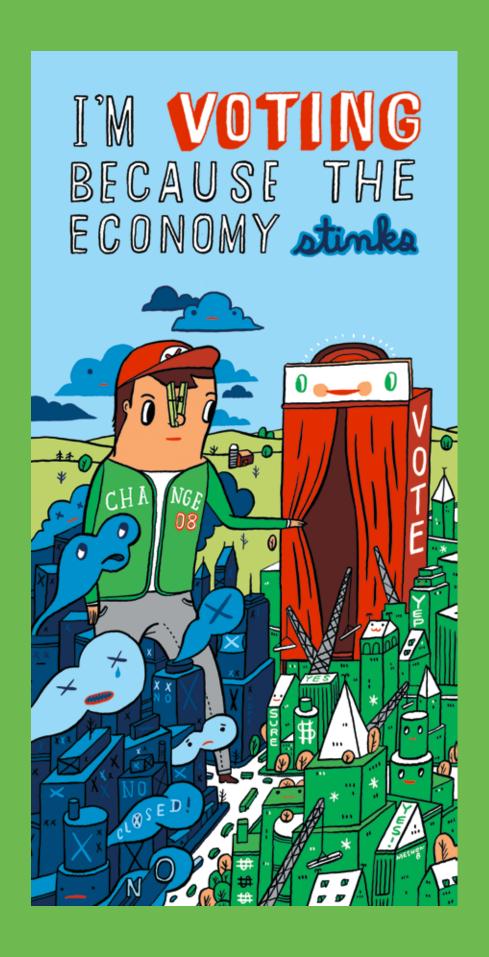
and effective than words, as seen with everything from the Golden Arches to the icons on your computer keyboard. The effectiveness of the poster series and the art created by individuals inspired by the campaign came from our recognition that even an ostensibly simple image can offer a more thorough and integrated message than a speech or a press release. To place design at the center of a campaign in a culture that operates on visual messaging was effective, but it was the concept of participation that placed the American people at the core of that message.

As with our use of branding, we weren't using visual imagery to distract voters from our intentions, but to make our principles transparent. Voting is the essence of the democratic system, and participation in the electoral process is the cornerstone of democracy. Exercising the right to vote is our privilege and obligation as Americans, and the imagery in this work was created to inspire true participatory democracy. The illustrators variety of styles was a representation of the many voices that make up the American chorus.

Aaron Meshon

AARONMESHON.COM

Brooklyn, New York



IREGISTERED BECAUSE THE FUTURE WON'T RUN CN OIL.

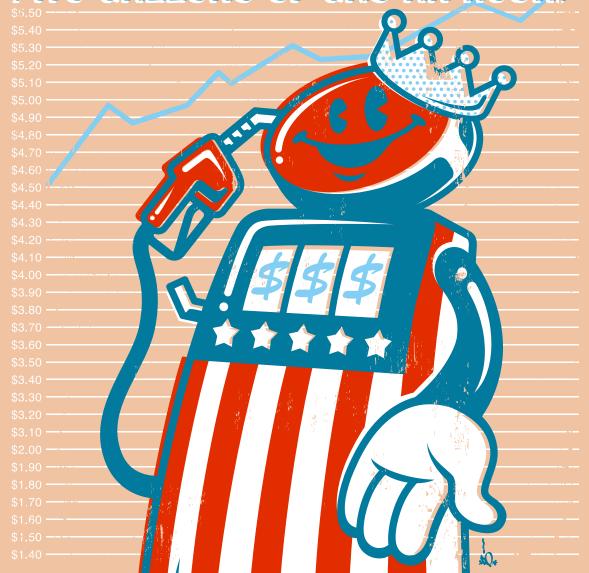
-Josie K.

Brian Flynn

San Francisco, California



"I'M VOTING BECAUSE I MAKE "WO GALLONS OF GAS AN HOUR."



DON'T GET MAD. GET REGISTERED.

VOTE FOR CHANGE.COM

THE DEADLINE TO REGISTER IS OCTOBER 6

Tristan Eaton

THUNDERDOGSTUDIOS.COM



I''M VOTING BECAUSE I WANT TO RETIRE BEFORE I'M 90 YEARS OLD.



DON'T GET MAD. GET REGISTERED.

THE DEADLINE TO REGISTER IS OCTOBER 6



I'M VOTING BECAUSE I'M TIRED OF OIL RUNNING OUR COUNTRY.

-Diane C.





I'm voting because I've been laid off four times in the last eight years.
Ben y

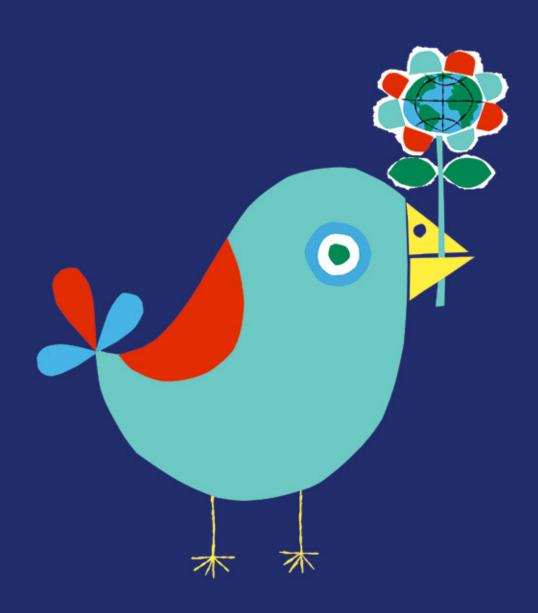


Sam Brown
EXPLODINGDOG.COM



Melinda Beck MELINDABECK.COM

Brooklyn, NewYork



i am voting because the economy stinks.

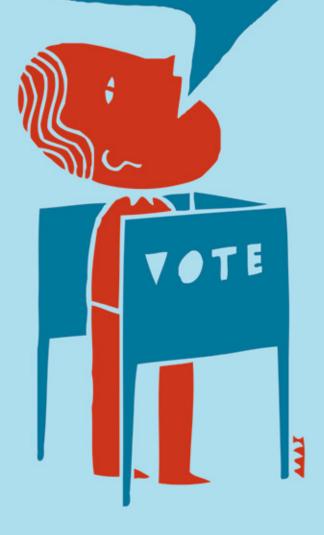
Xanthe Hohalek, Santa Monica



Chicago, Illinois

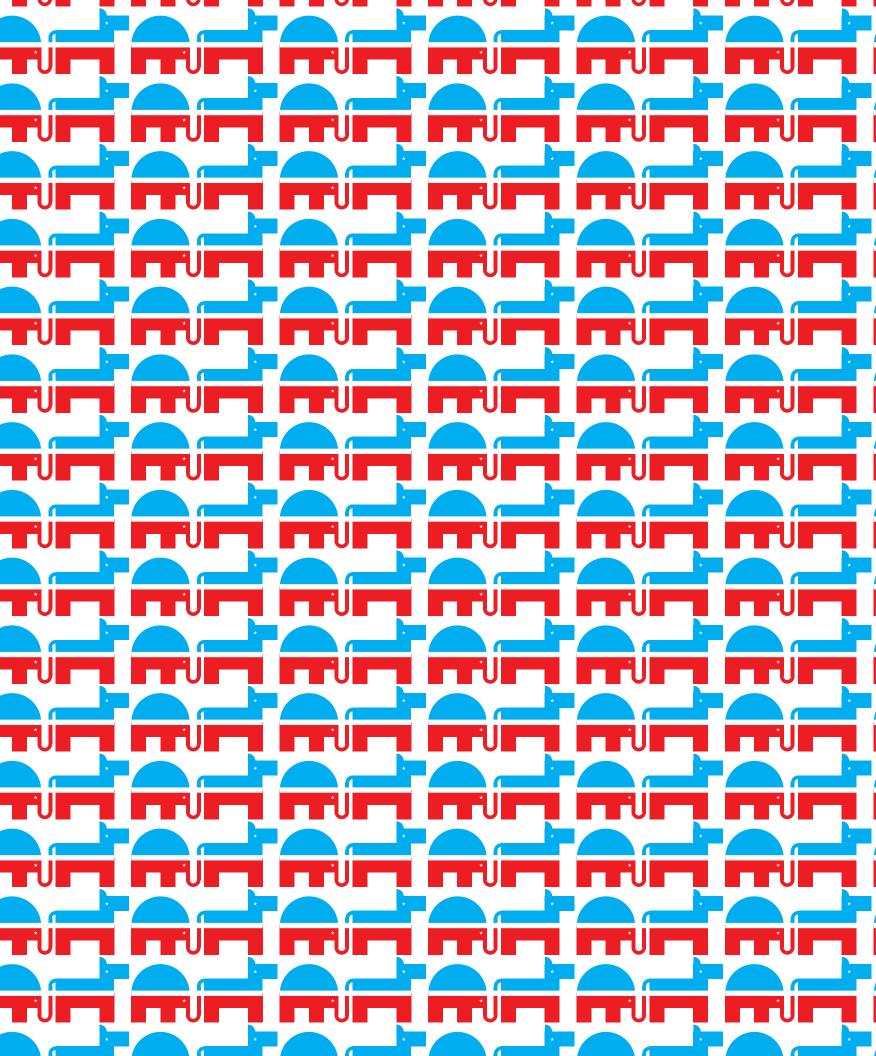


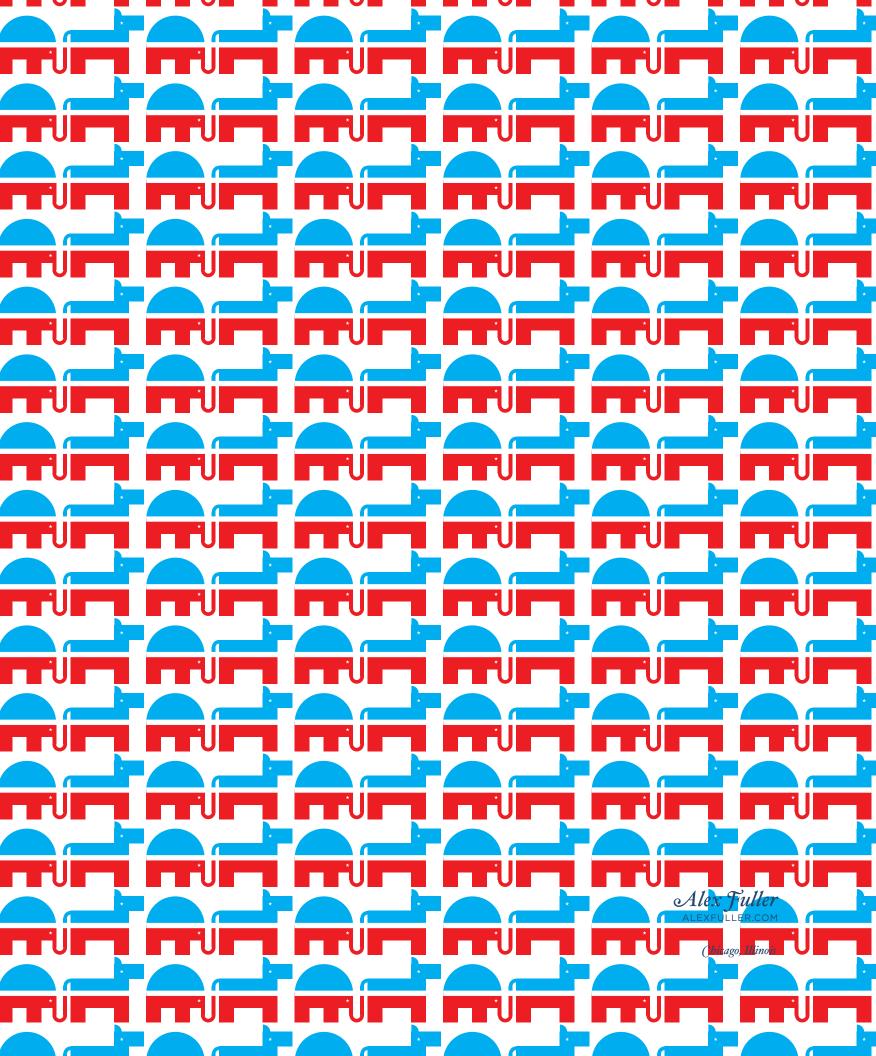
I'M VOTING BECAUSE I REFUSE TO BE A BYSTANDER. KELLY K.

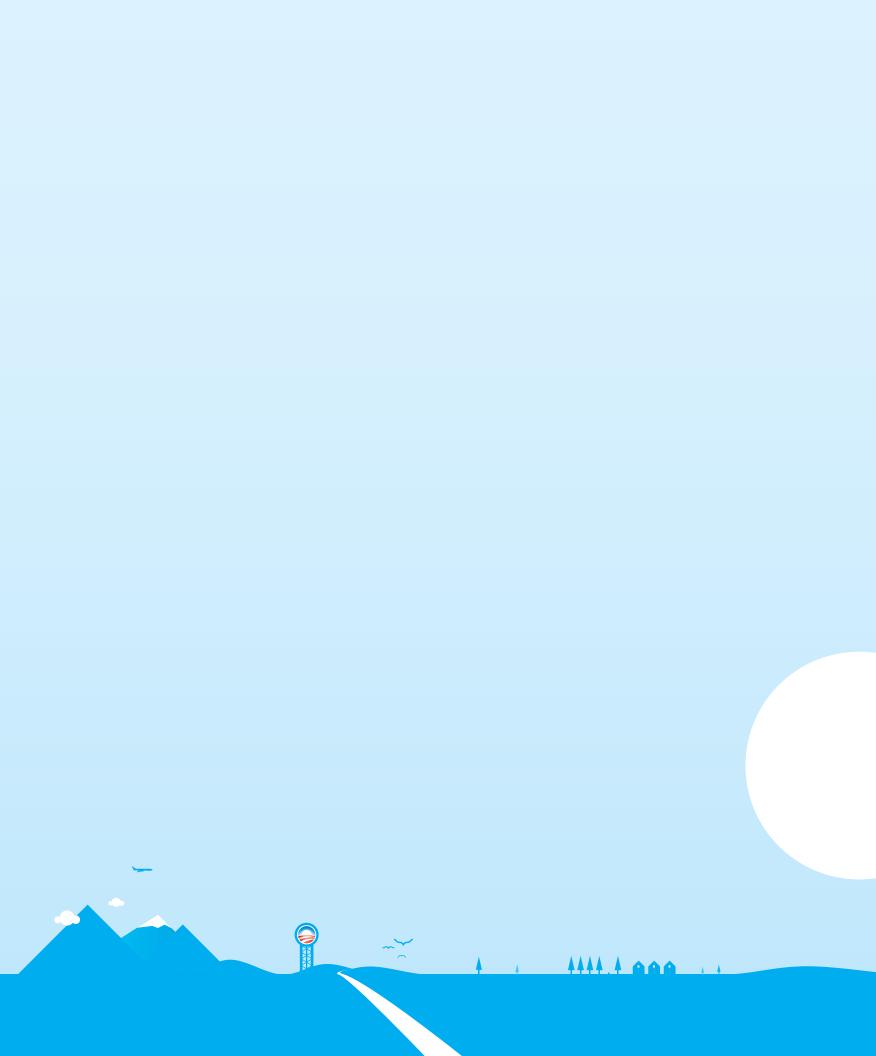




Brooklyn, New York









Chicago, Illinois





ARTISTS FOR OBAMA

CHAPTER 7

he campaign's design strategy also served as a point of departure for individual artists, whose independent work strengthened the message of the campaign. To engage the art community that had stood on the sidelines of politics in recent years, we initiated the Artists for Obama poster series. Our idea was to invite artists to participate in the creation of a new kind of campaign poster, one that would be the expression of the individual artist rather than a reiteration of campaign materials.

The original concept was to create posters that would be printed on fairly nice paper stock, designed by artists from around the country, and sent to supporters who purchased the posters through our online store. We hoped the Artists for Obama poster series wouldn't be just another method of campaigning, but would create images that would be cherished by anyone who owned one. We invited artists to participate in the process with this creative brief:

"Our nation's creativity has filled the world's libraries, museums, recital halls, movie houses, and marketplaces with works of genius. The arts embody the American spirit of self-definition. Barack Obama uniquely appreciates the role and value of creative expression. The campaign is inviting artists from multiple areas of visual arts to produce a poster that will be available in the Obama Store for purchase; all proceeds are donations to Senator Obama's Presidential Campaign. Our hope is that the artists participating create memorable works of art that communicate their passion for this campaign of Change."

Street artist Shepard Fairey provided the first contribution to the Artists for Obama series with his poster, "Change." Before the campaign, Fairey's work had been consistently anti-establishment. When "Change" debuted on the Obama website on March 12, 2008, it was accompanied by a statement from Fairey:

"I wanted to make an art piece of Barack Obama because I thought an iconic portrait of him could symbolize and amplify the importance of his mission. I believe Obama will guide this country to a future where everyone can thrive and I should support him vigorously for the sake of my two young daughters. I have made art opposing the Iraq war for several years, and making art of Obama, who opposed the war from the start, is like making art for peace. I know I have an audience of young art fans and I'm delighted I can encourage them to see the merits of Barack Obama."

Fairey's use of the word "change" in the poster highlighted a central campaign theme, but it was his use of a stylized version of Obama's face that showed how an image could both reinforce a message and convey an entirely different level of meaning. Using reds and blues, Fairey's portrait configured Obama's body, face, and eyes to communicate to the viewer that he was a man who was looking forward to the future but who was also resolute; one who was both an idealist and a pragmatist. Artists for Obama was primarily intended for campaign fund-raising efforts, but Fairey's image took on a life of its own. Along with his "Hope" and "Vote" posters, the "Change" image became one of the main visuals of the campaign.

The use of Obama's image by Fairey and others recalled other campaigns that used portraits successfully, such as those of John F. Kennedy and Ronald Reagan. But never before had a candidate's physical image become the object of both artistic invention and advocacy. Artists almost always use faces from politics for antagonistic purposes, ranging from satirical commentary to outright critique. The way in which artists appropriated Obama's image made him into an iconic figure without making him into an icon in the classic sense, that is, a static image removed from everyday life. It was not an attempt to make the race into a beauty contest — if



anything, the use of Obama's face was a risky move, because it underscored the ways in which he didn't look like the standard American president.

Fairey's contribution to Artists for Obama was followed by work from Scott Hansen, Antar Dayal, Jonathan Hoefler, Lance Wyman, Gui Borchett, and Rafael Lopez. As word of the series began to spread, artists everywhere picked up the tools of their trade to show their support. These independent artists donated their time and energy to produce some of the most memorable images of the campaign. We welcomed them into the movement as a group that could create new ways for people to recognize the significance of the election.

Beyond the official commissions, Artists for Obama created a movement of creative minds who were inspired by the campaign to a degree that was totally unprecedented in the history of American politics. These artists had never lent their exceptional talents to something as mainstream as a presidential election. For the most part, they had been wary of conventional politics, and their political beliefs were often expressed in an idiom ranging from a certain degree of irony to outright cynicism. The change of heart among these artists, many of whom had the same contempt for the establishment shared

by so many Americans disillusioned with politics, reinforced two related elements of Obama's message: that he was a new kind of politician, and that his candidacy was an opportunity for change that made it worth getting involved in the political process. The efforts of these artists were not pledges of blind allegiance, but acts of faith that Obama would serve as the representative of the many voices who elected him.

The campaign threw open a set of possibilities for artists, and they took their own inspiration from Obama's ideas about what American politics could be. The works created by the artists represented here are equal parts expression and persuasion. They aren't repetitions of the campaign's message – rather, they are responses to it. Viewed as a body of work, they show how artists drew on our design team's choices about color, typography, and imagery and took them in a variety of directions. They are an example of how our design strategy achieved a balance between solidity and consistency on the one hand and versatility and modularity on the other. The Obama brand became a visual paradigm that could encompass many variations on a set of themes, all of which shared an underlying visual unity. Here, *E pluribus unum* worked both ways: Out of many, one, and out of one, many.

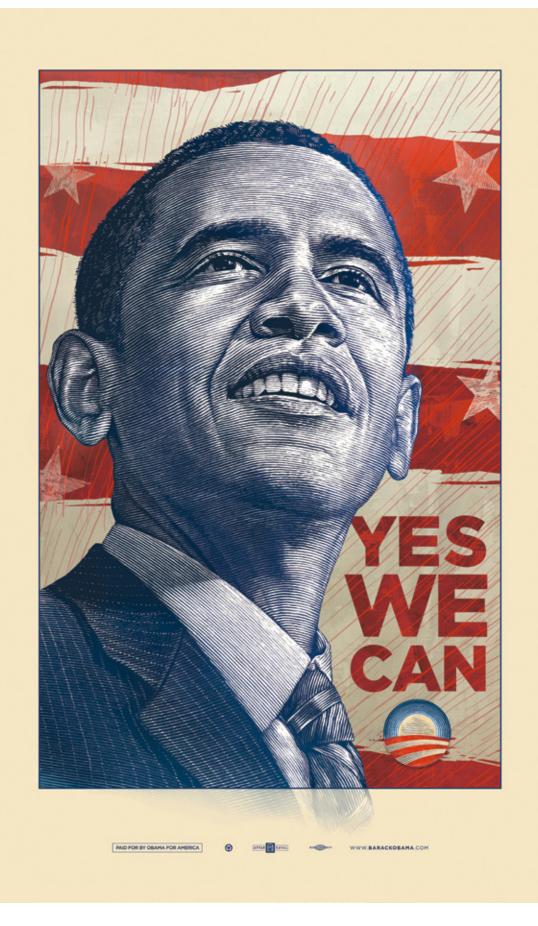


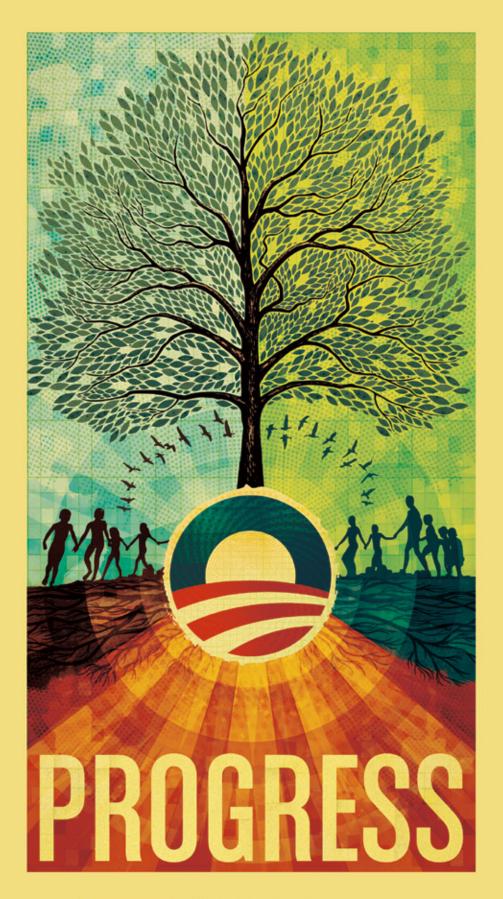


Antar Dayal www.dayalstudio.com

Santa Barbara, California







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⊕ S.HANSEN A ISOSO → WWW.BARACKOBAHA.COM



New York, New York

NEVER FORGET THAT IN NO OTHER COUNTRY IORY EVE 2055 3 BARACK OBAMA 2008

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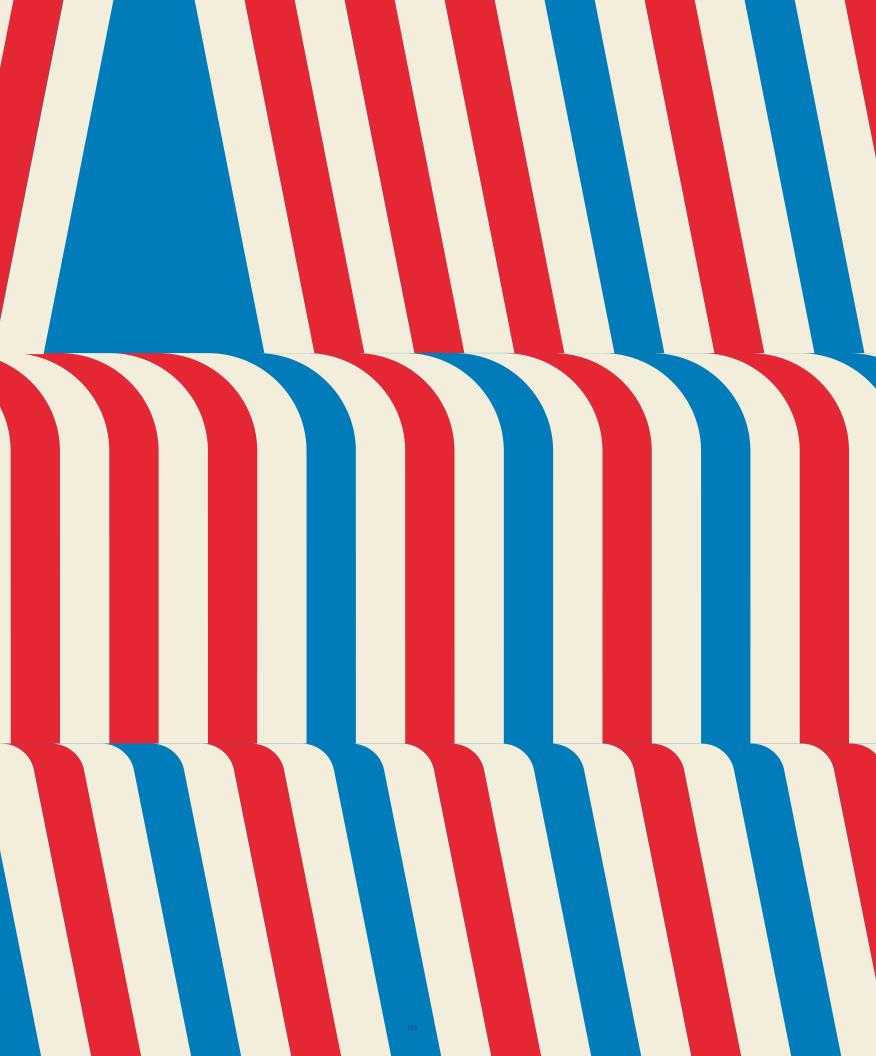


smartan Haeffer



WWW.BARACKOBAMA.COM





Lance Wyman
www.lancewyman.com

New York, New York



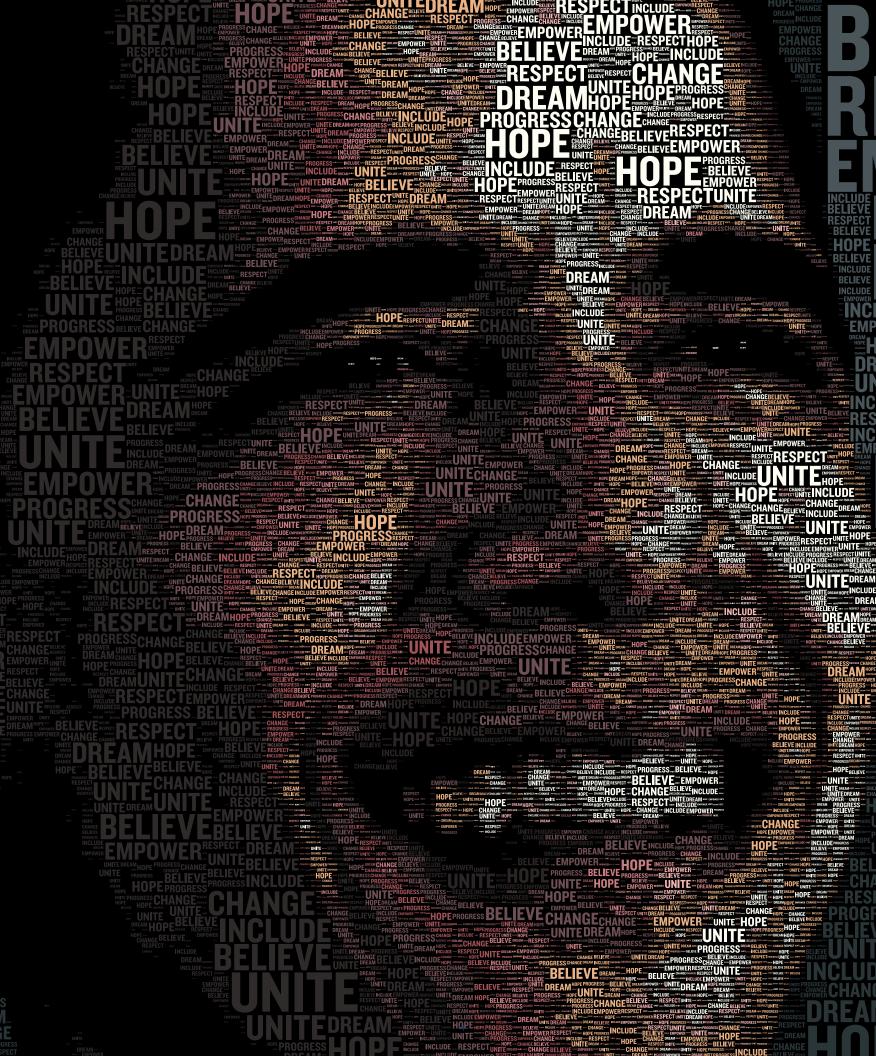
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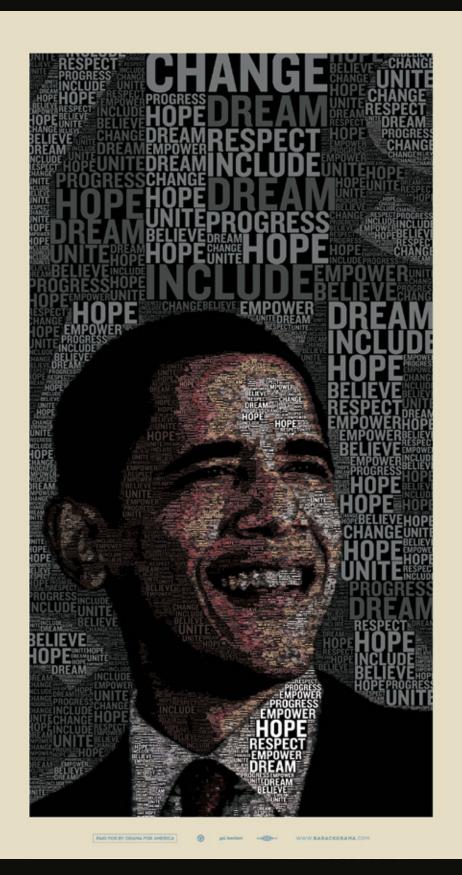
www.barackobama.com





Gui Borchert
www.guiborchert.com

Brooklyn, New York





Rafael Lopez
www.rafaellopez.com







THE ART OF THE GRASSROOTS

CHAPTER 8

rtists for Obama represented only a fraction of the full scope and variety of our supporters' creativity. Our emphasis on building a campaign on individual empowerment and the energy and ideas of everyday Americans inspired people from around the world to take their own initiative to conceive and create works of art, inventing new and visually stunning interpretations of Obama's message. The art our supporters created offered their own visions of "the change you want to see." This vivid body of work is a testimony to how powerfully Obama's call for change resonated with people across the United States and around the world.

The individuals who invested their creative energies in the campaign did so in every kind of public and private space. The posters pasted to city walls, the paintings that hung in galleries, and the spray paint that decorated underpasses transformed the visual landscape and spread the news that something important was happening in America. It cropped up everywhere and in every possible form, whether it was graffiti portraits by a pseudonymous street artist in Oakland, California, or a massive earthwork in Barcelona, Spain.

Through design, we developed a relationship with our supporters that not only made our message meaningful, but also moved them to create statements of their own which were as powerful as any official campaign material. Their ambitions were both modest and global: They could turn a few heads and change a few minds, ultimately persuading a few people to cast a ballot, but in doing so they could also change the world. The saturation of these images into every layer of society showed how much of a stake people had in

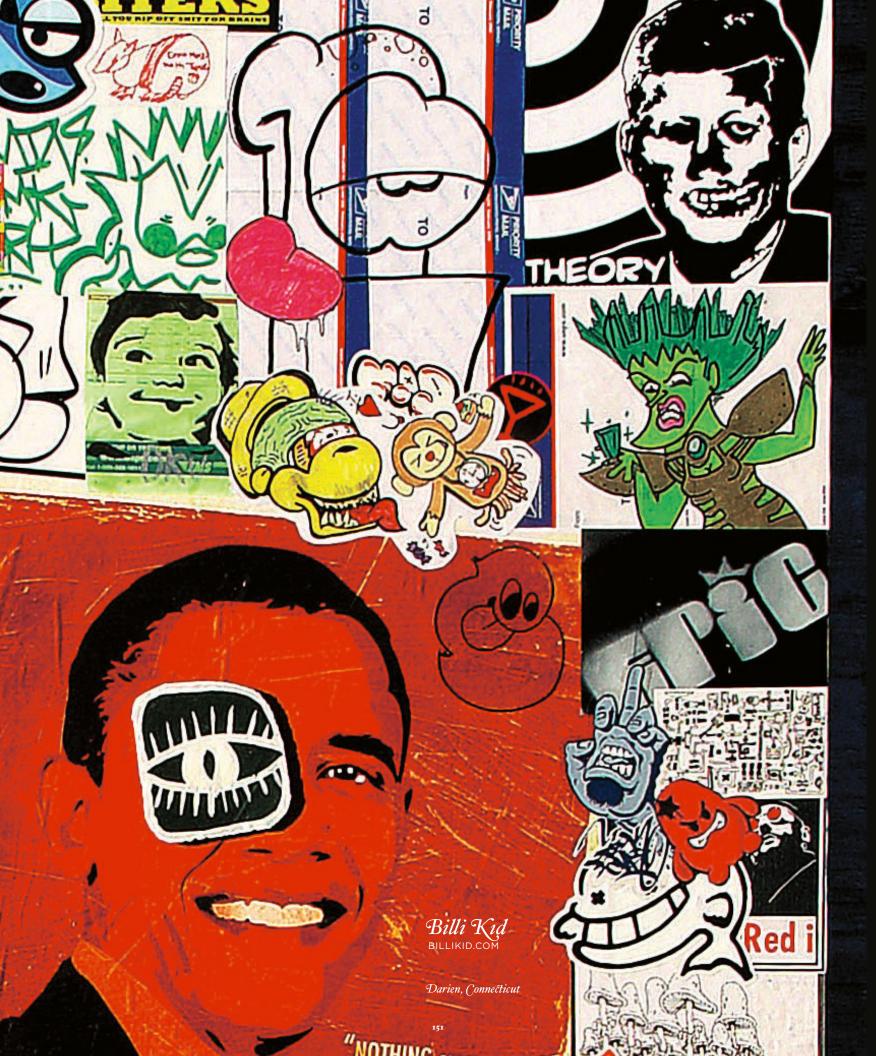
this election — how momentous it felt, the sense of how much it mattered. As creative acts, these artworks were an affirmation that individuals were, ultimately, what would make the difference. Their work will live on as part of the campaign's legacy.

When we saw these creations, we knew that what we had started was quickly spreading. The work of these individuals was a fulfillment of our mission to engage the voices and the visions of the American people in our movement. This outpouring of creativity, breathtaking in its range of medium, form, and content, was a direct outcome of our campaign's engagement of the grassroots, and it was as much a measure of our success as the records we set in fund-raising and voter turnout.

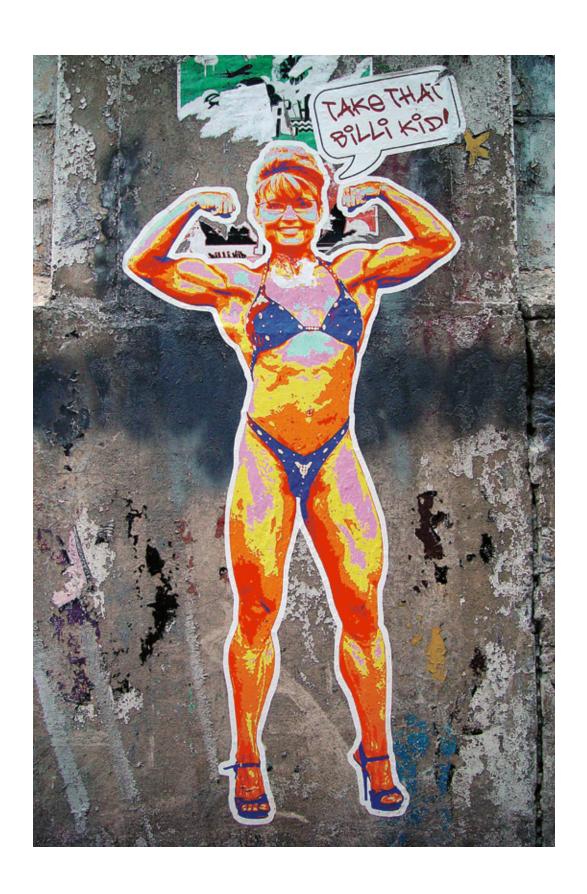
Our design message had not just won votes; it had prompted a creative response that expressed both the values of our candidate and the unmistakable stamp of particular individuals. We had succeeded in creating a visual campaign that could sustain a consistent message and yet be ready-made for a kind of innovation and variation that integrated and reinforced the core themes of the campaign. Our campaign offered our supporters something that was substantive enough to connect to, and yet elastic enough to take it in a multitude of directions, employing it and redeploying it in a dazzlingly diverse array of ways. Rather than diluting our message, the independent work shown here strengthened it.

As much as they represent different voices, all these works speak together, tied by an underlying unity of conviction. They are the far-flung cousins of the original "O," the earliest visual point of origin for the campaign, but they are easy to recognize as members of the same family: a diversity of voices within a movement for unity. This patchwork of art in every craft, medium, and style also manages to be something else — beautiful.











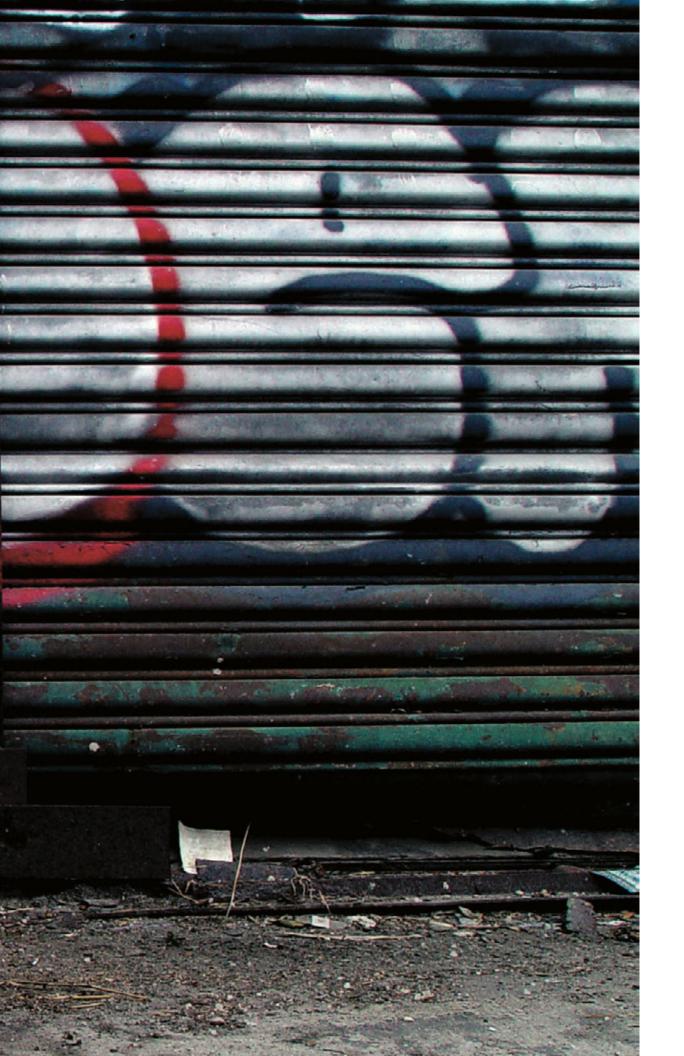




Billi Kıd BILLIKID.COM









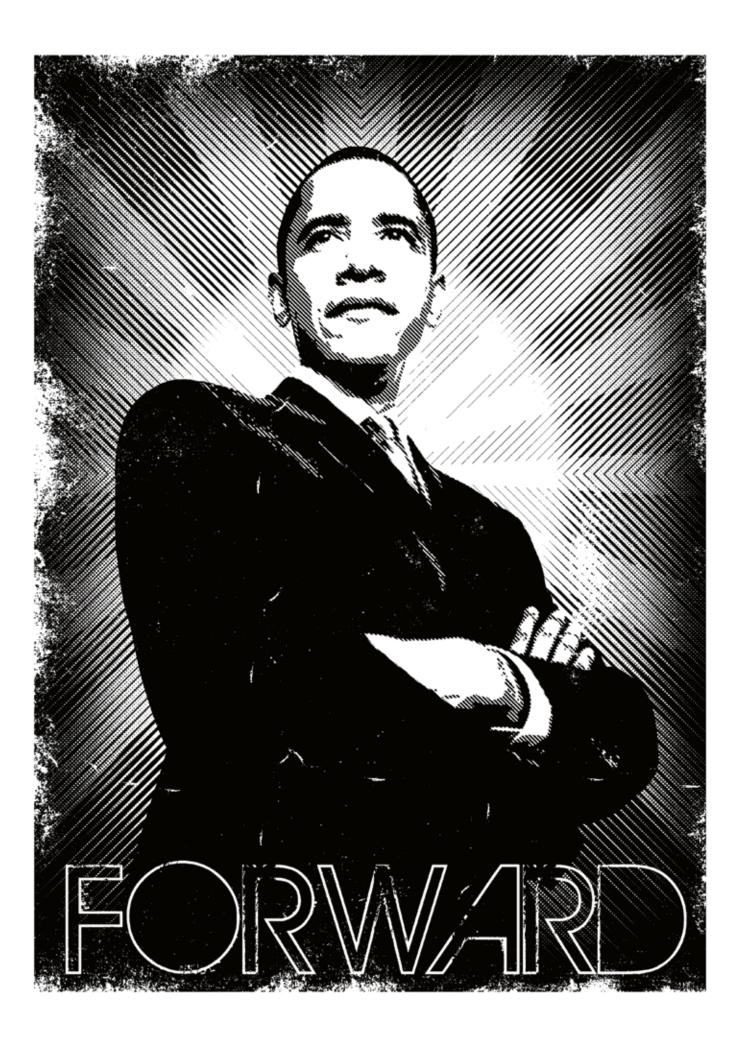
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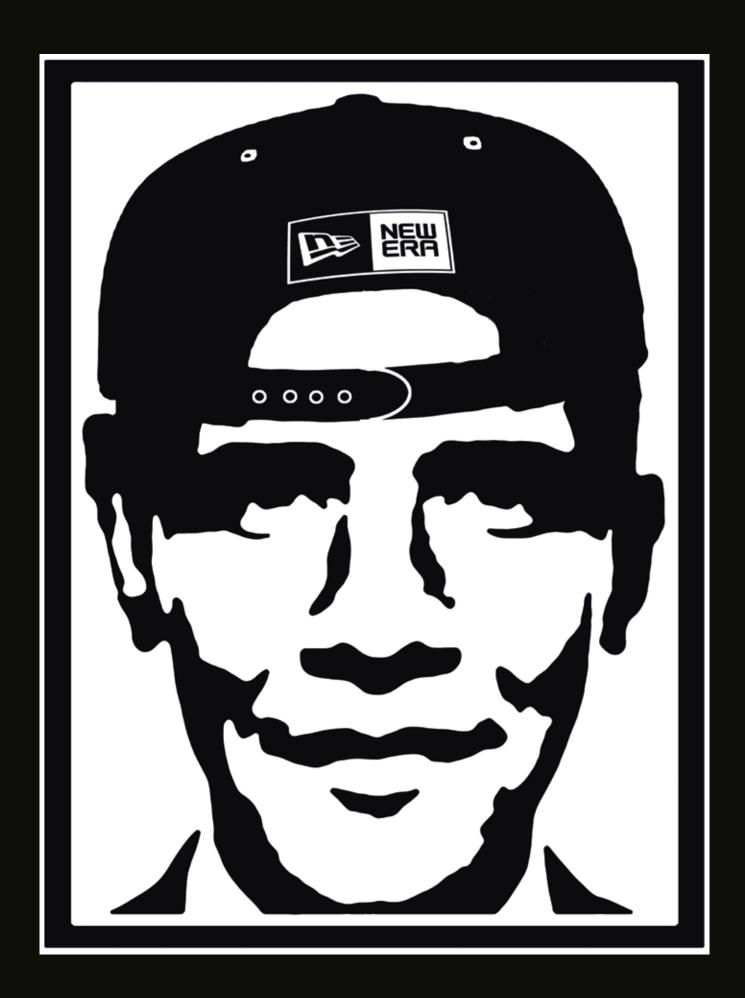
FLICKR.COM/PHOTOS/JANUARY20TH2009/

Oakland, California









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FLICKR.COM/PHOTOS/JANUARY20TH2009/

Oakland, California

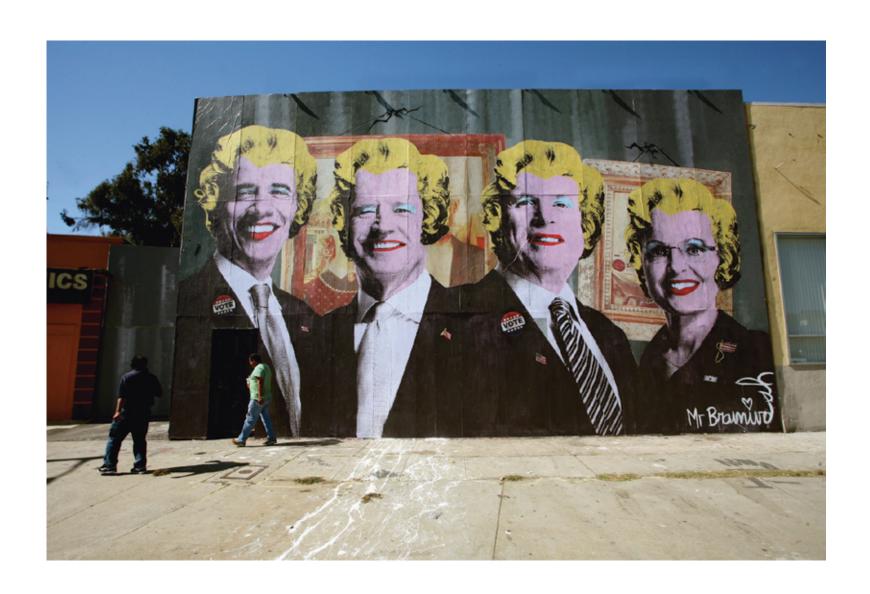


Chicago, Illinois









Mr. Brainwash
www.mrbrainwash.com

Oakland, California







Steve Deer desaturate.wordpress.com

Wirral, Merseyside, United Kıngdom



John Locke
www.lioninoil.net

New York, New York



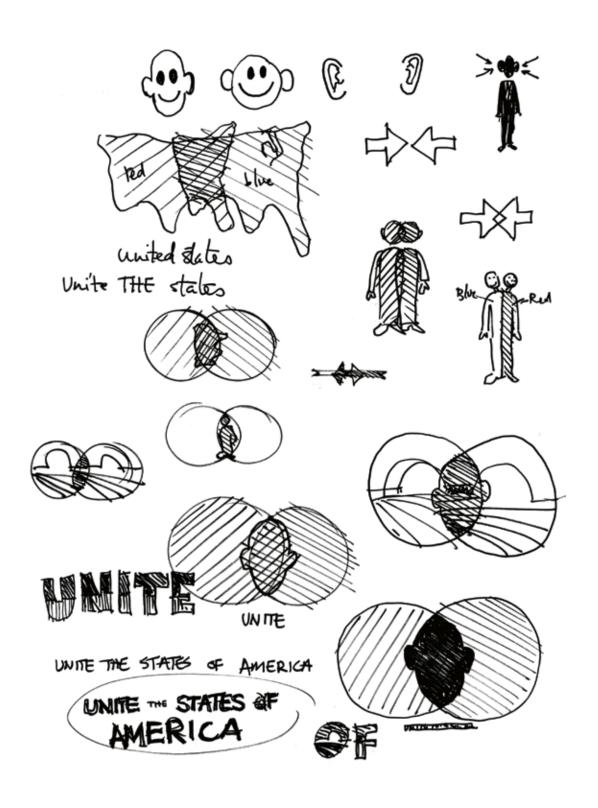


Bask becauseartshouldkill.com











James O'Brien
JAMESOBRIEN.US

Saint Paul, Minnesota





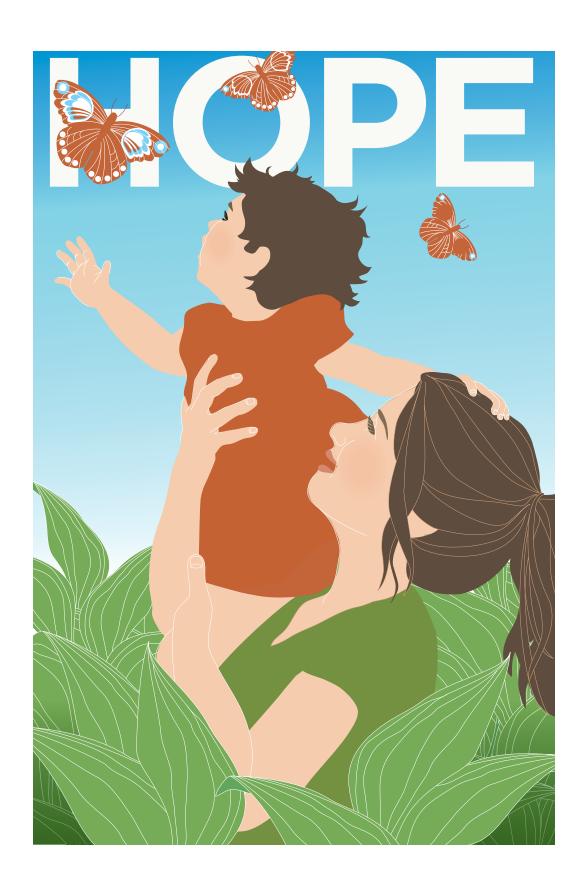
James Widener

www.snuffhouse.com

Vero Beach, Florida

Amy Martin
design-book.blogspot.com

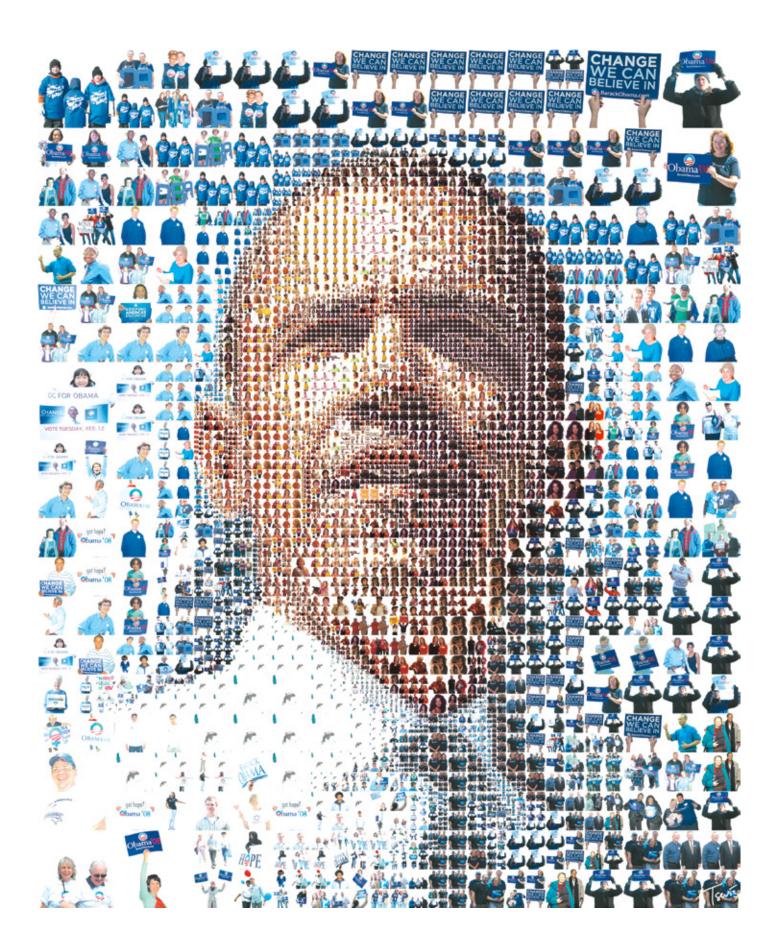
Venice, California





Burlesque of North America
BURLESQUEDESIGN.COM

Minneapolis, Minnesota





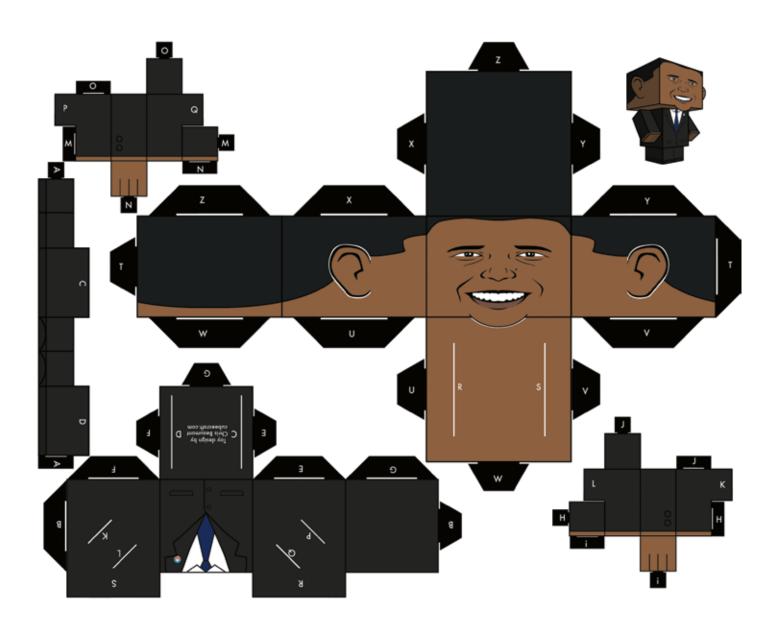




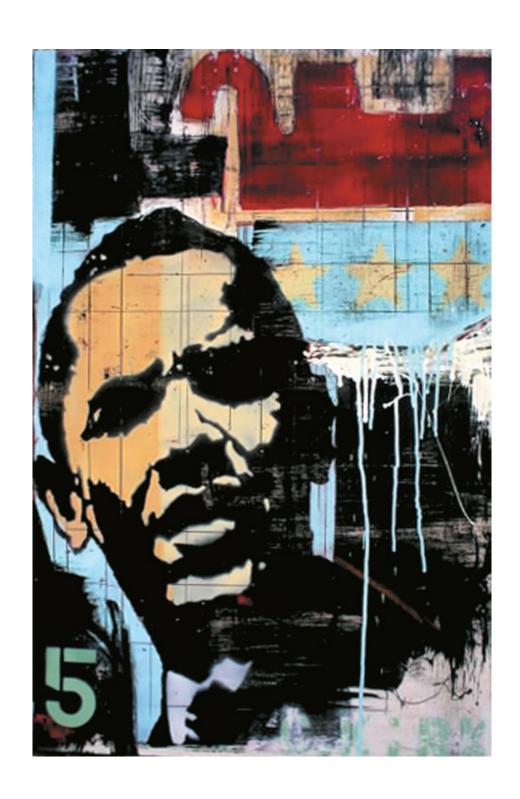
Charis Tsevis
TSEVIS.COM

Athens, Greece





Christopher Beaumont
CUBEECRAFT.COM



Cleveland, Ohio





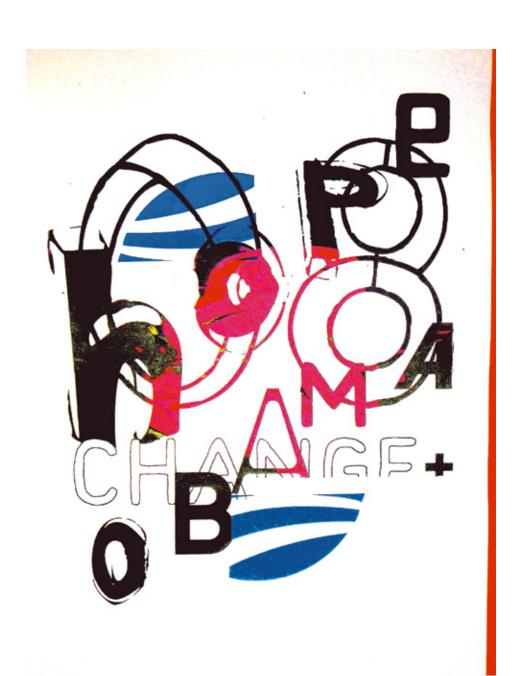
Cody Hudson
STRUGGLEINC.COM

Chicago, Illinois

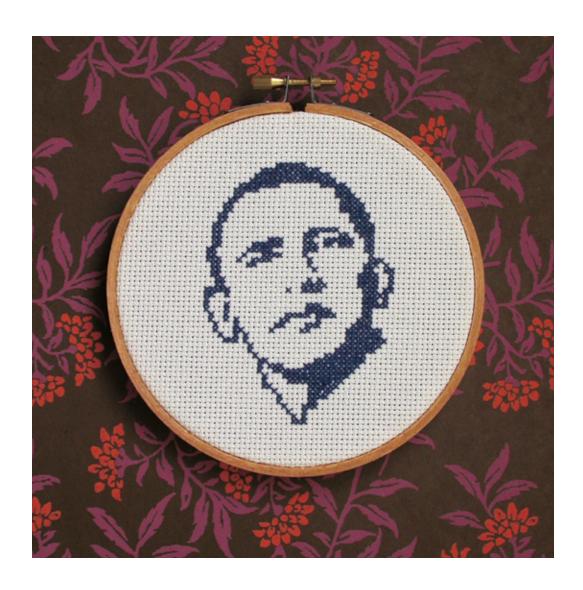
David Carson

DAVIDCARSONDESIGN.COM

Del Mar, California









*Felix Jackson*WWW.FELIXJACKSONJR.COM

Denver, Colorado



George Vlosich III
www.gvartwork.com

North Olmsted, Ohio





STATES UNITED

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 ARIZONA
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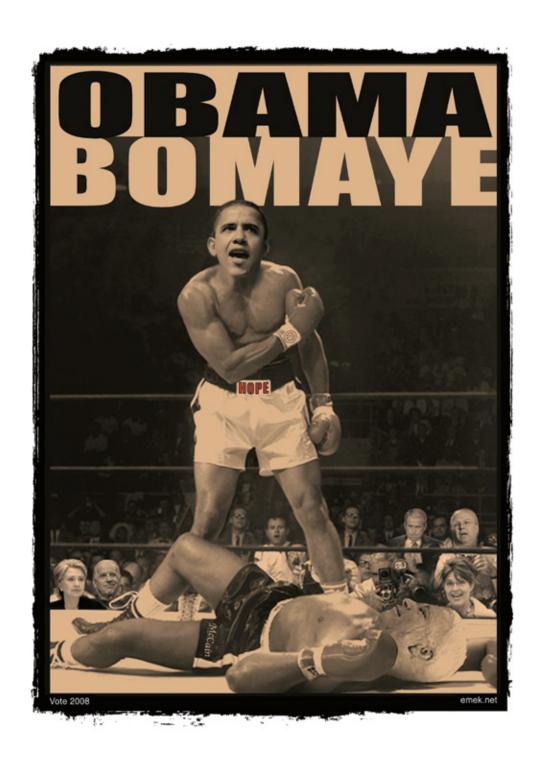
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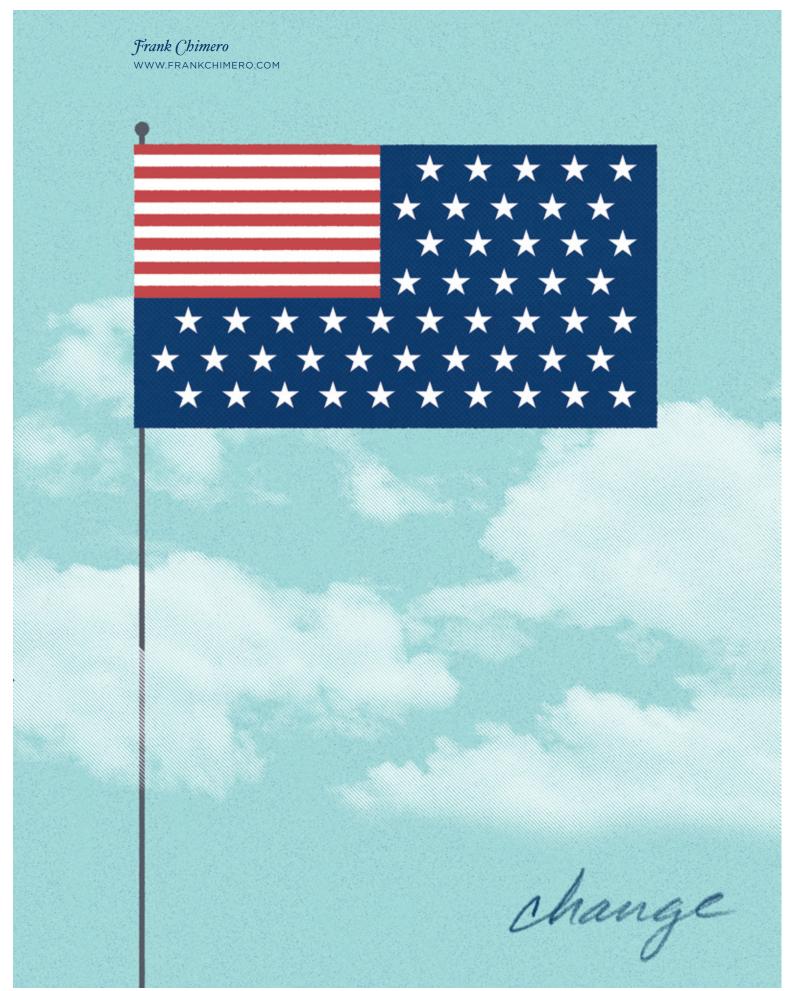
Greg Beauchamp Venice, California

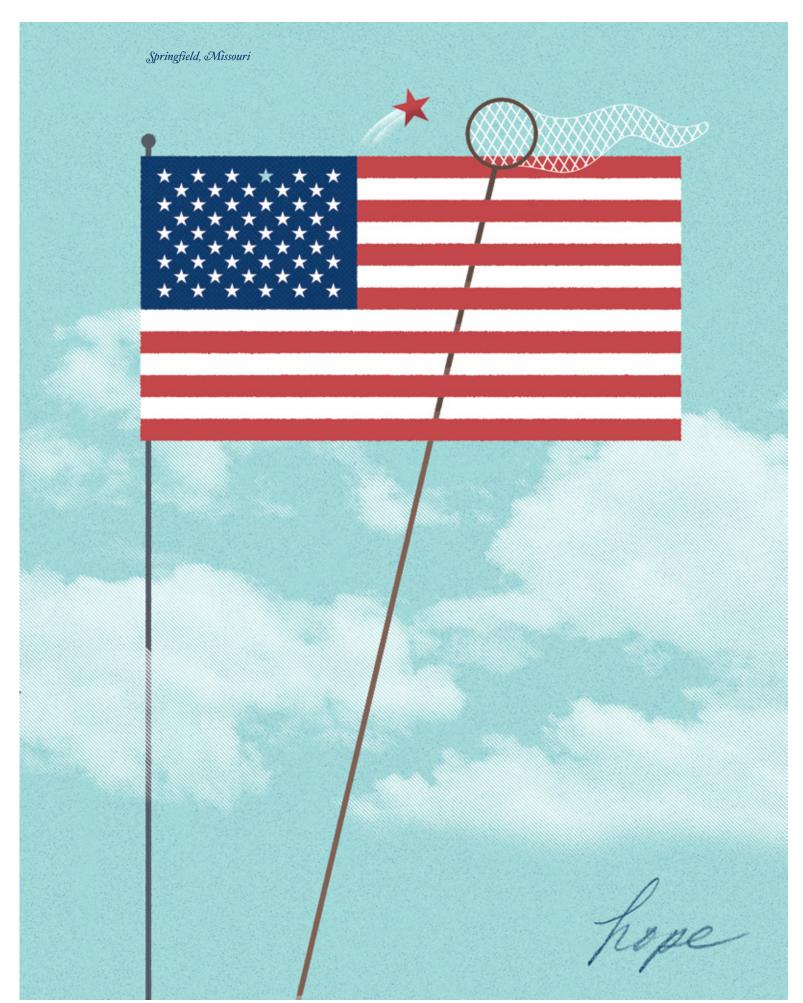


Handcranked Letterpress Co. HANDCRANKEDLETTERPRESS.COM



Emek Studios
www.emek.net

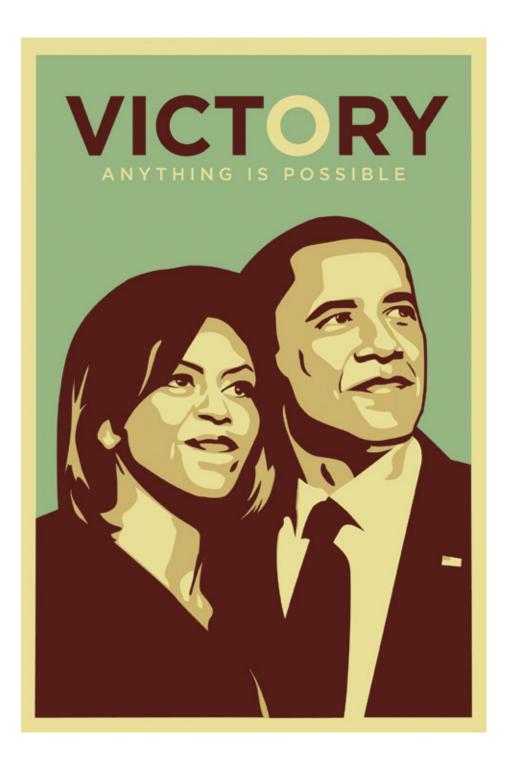


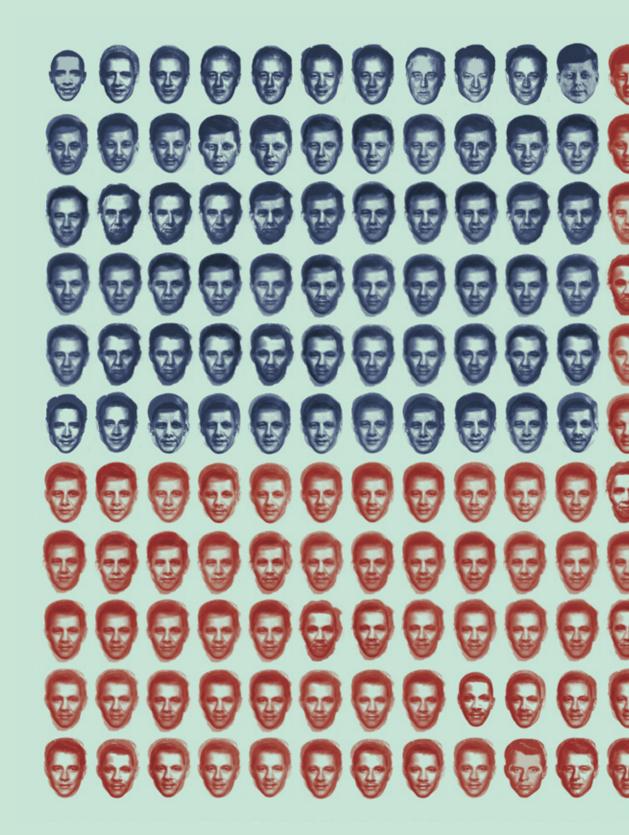


hyperakt

WWW.HYPERAKT.COM

Brooklyn, New York





hyperakt www.hyperakt.com





Jeff Domke
www.jeffdomke.com

Rene Garcia Jr.
RENEGARCIAJR.COM

San Francisco, California

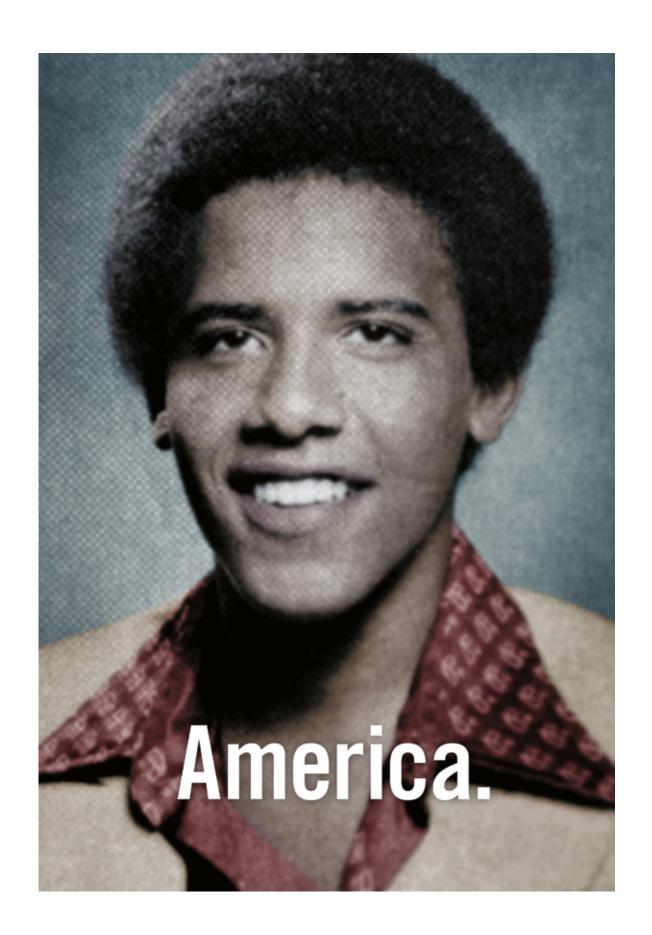






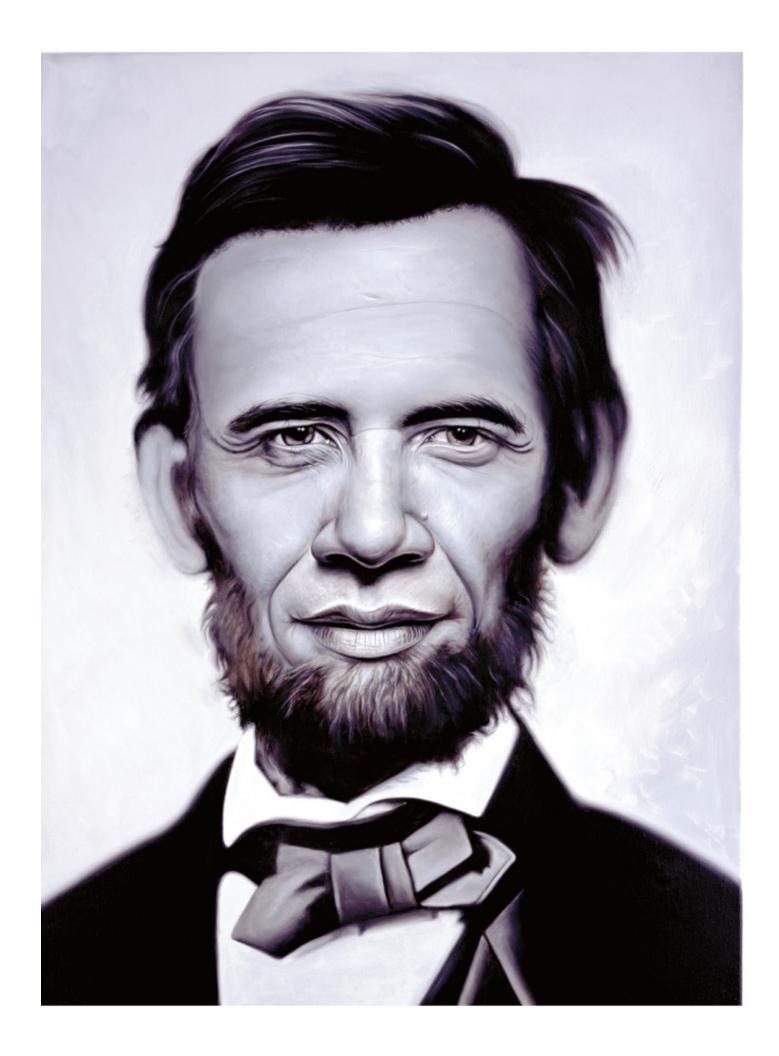
Tes One www.tesone.net

Tampa, Florida



Brett Yasko Brettyasko.com

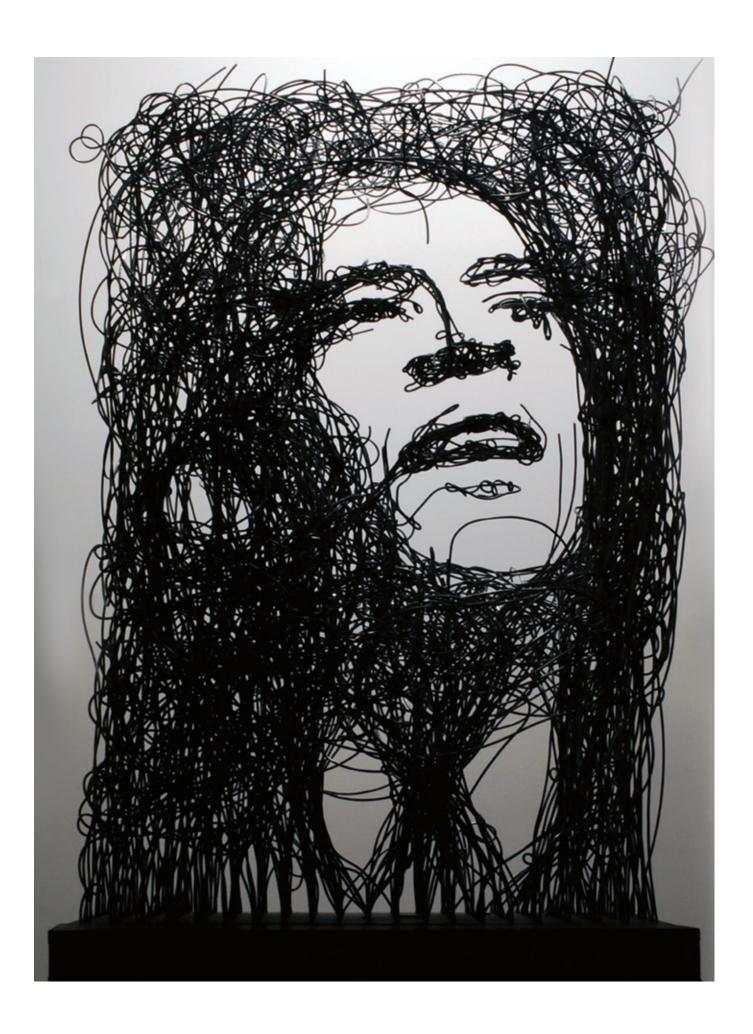
Pittsburgh, Pennsylvania



Ron English
www.popaganda.com









Armando Lerma & Carlos Ramirez
www.thedatefarmers.com

Los Angeles, California





Manick Sorcar
www.manicksorcar.com



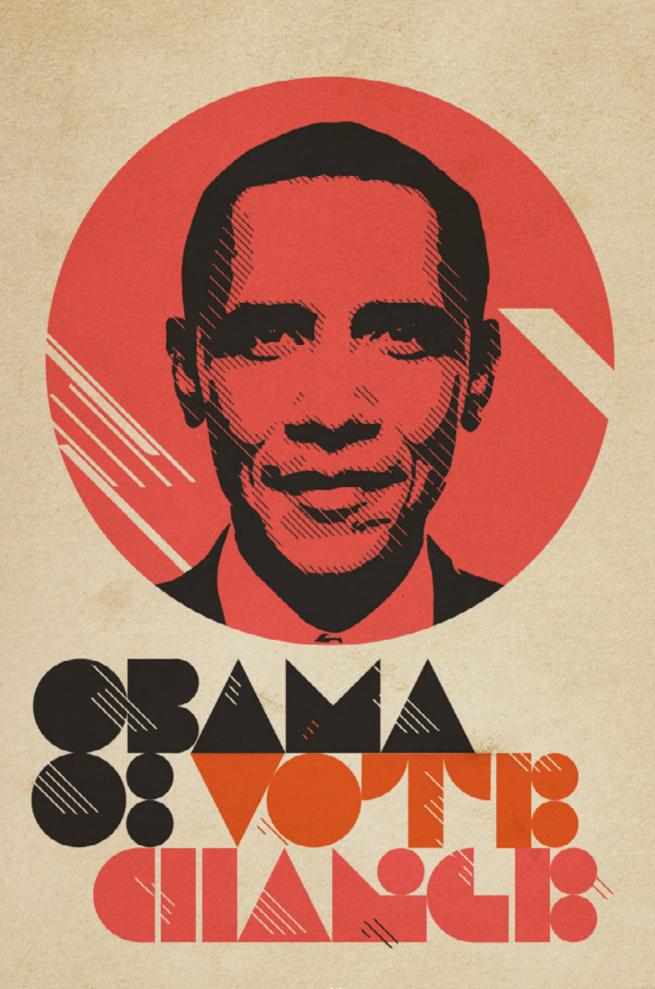
ON NOVEMBER 4TH MAYBE WE SHOULD TRY A DIFFERENT DIRECTION PLEASE VOTE OBAMA

Aesthetic Apparatus
www.aestheticapparatus.com

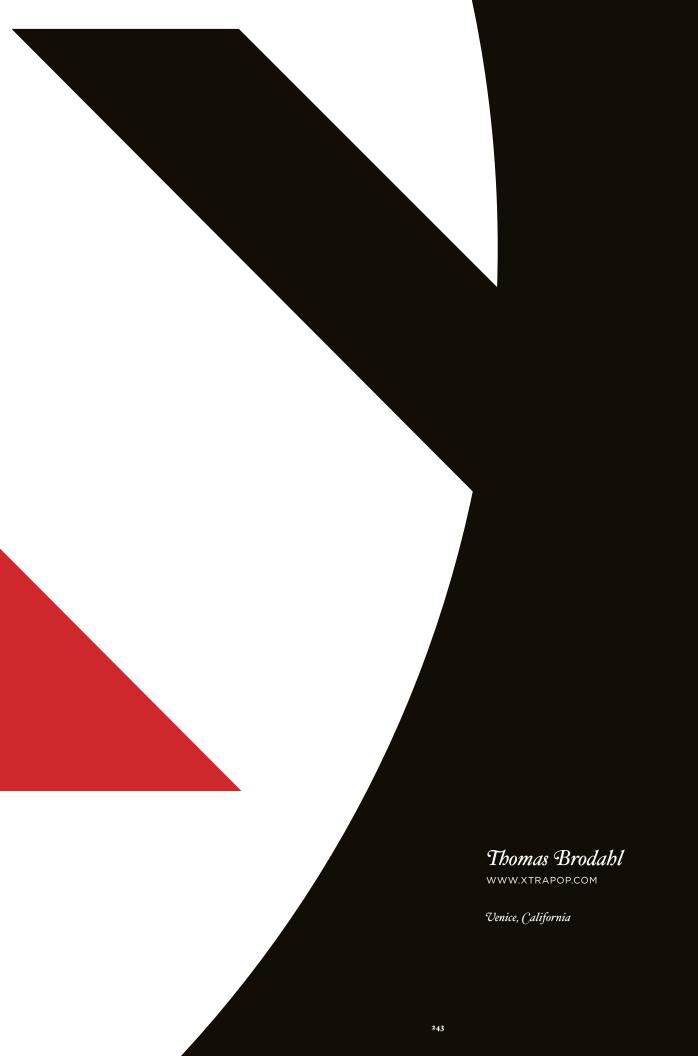
Minneapolis, Minnesota



Venice, California









GO DEFINE!



Elewi Alg

UNITED UNITED

Shawn Hazen
www.hazencreative.com

Chicago, Illinois

Alobama Alaskama/ CalifobamaColorad <u>Floribama Georgian</u> noisamalndiama LouisiamaObamai MichibamMinnesob **Montama Nobamska** NewJerbamaNewM NorthCarobamaNo **Oregama Pennsylbar** ithBarackotaTen **UtabamaVermama**\ **Arizobama Arkansar** obamaCorackicutDo naHawaiamaldahob obwaKansamaKenti eMarylamaMassach amaMississobamaM NevadamaNewHan exicobamaNewRac rthBarackotaObhio naRhobelslandSouth nessamaTexobama /irginiamaWashingt



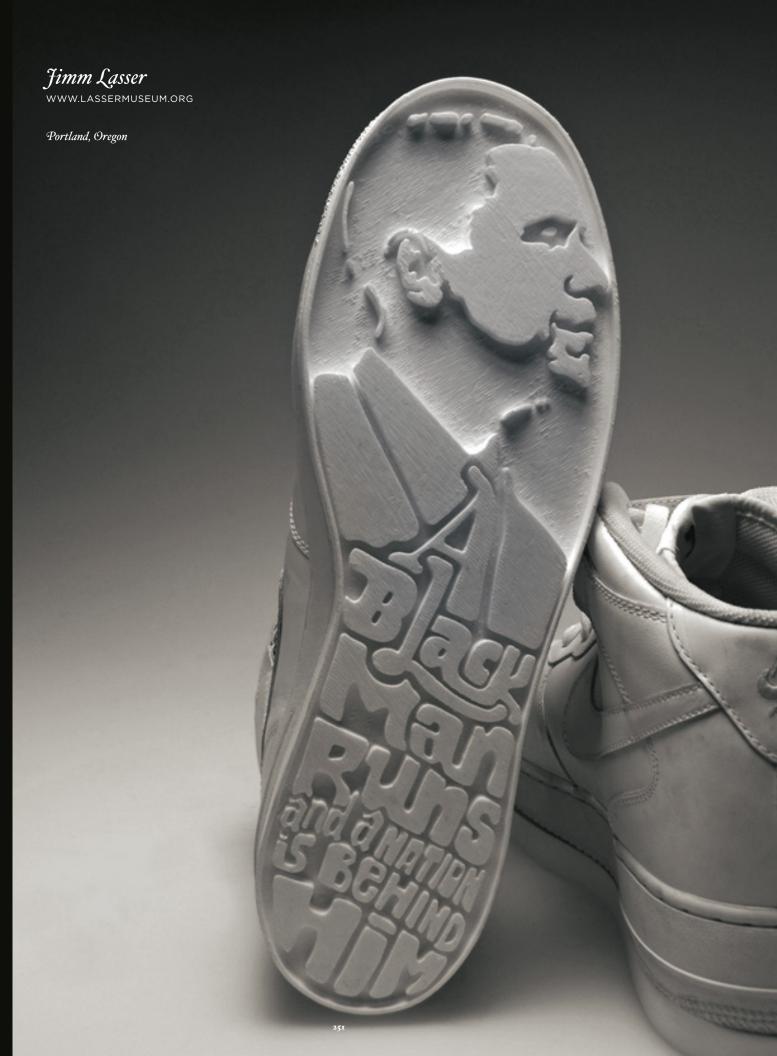
Marco Pece

FLICKR.COM/PHOTOS/UDRONOTTO



Margaret Coble
www.artbymags.com

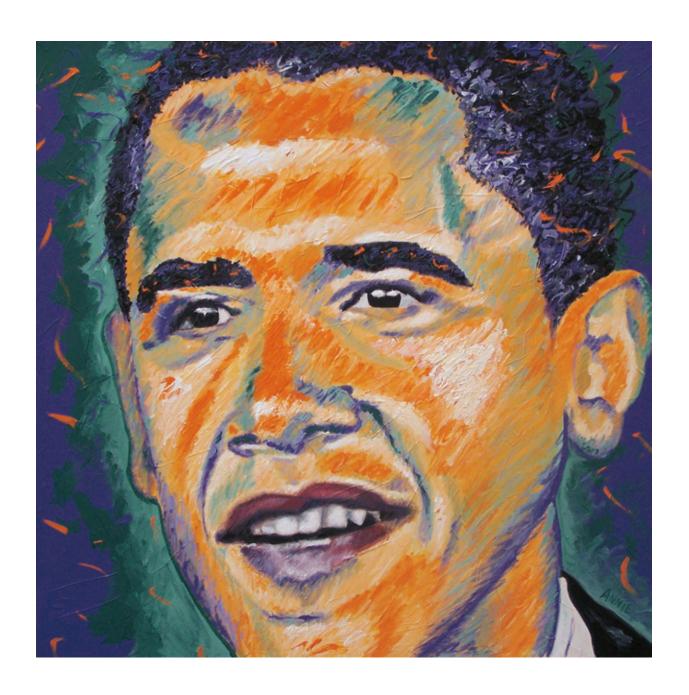




Annie Weatherwax

ANNIEWEATHERWAX COM

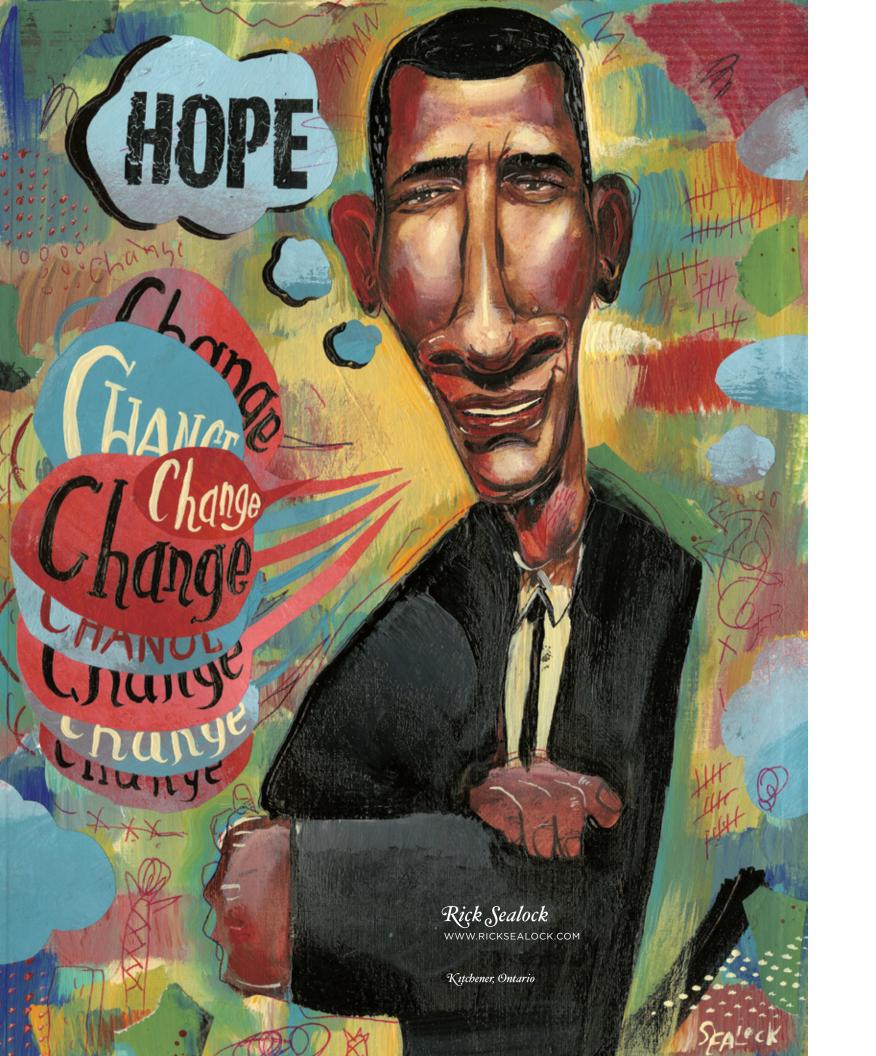
Roșlindale, Massachusetts







South Plainfield, New Jersey





Michael Jacob

WWW.MICHAELJACOBSTUDIO.COM

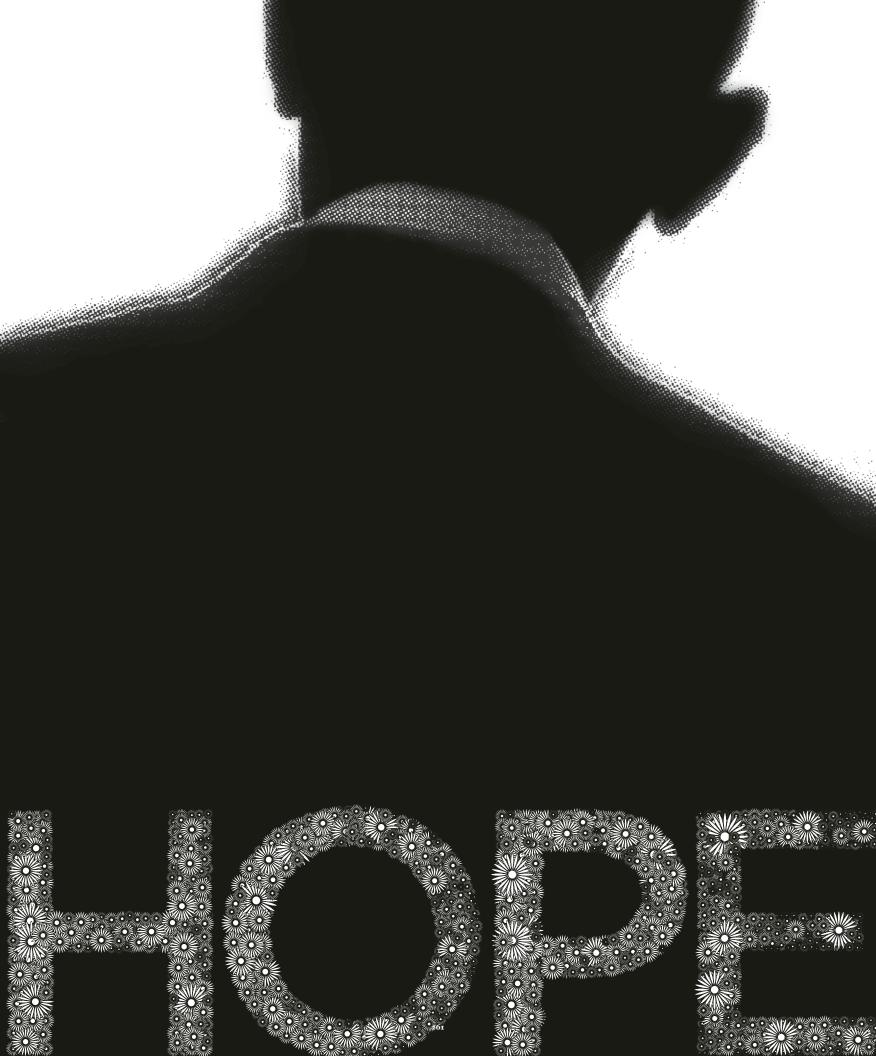
Renan Molin a.k.a. Dmolin www.dmolin.com

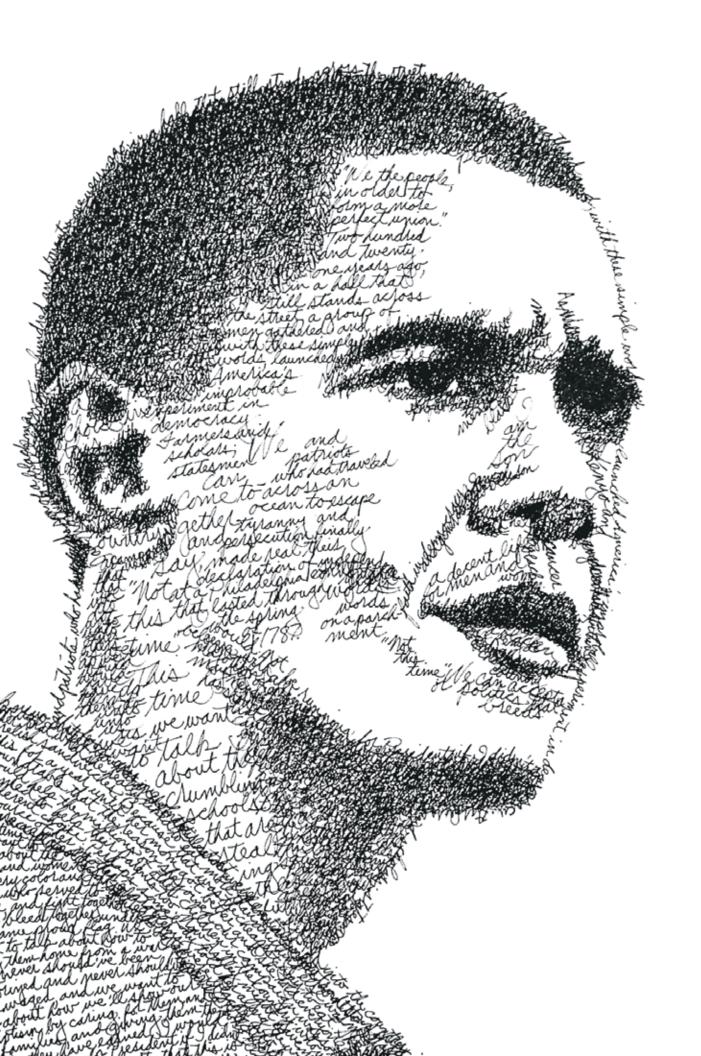
Curitiba, Brazil





Paula Scher www.pentagram.com





John Sokol www.johnsokol-artist-author.com

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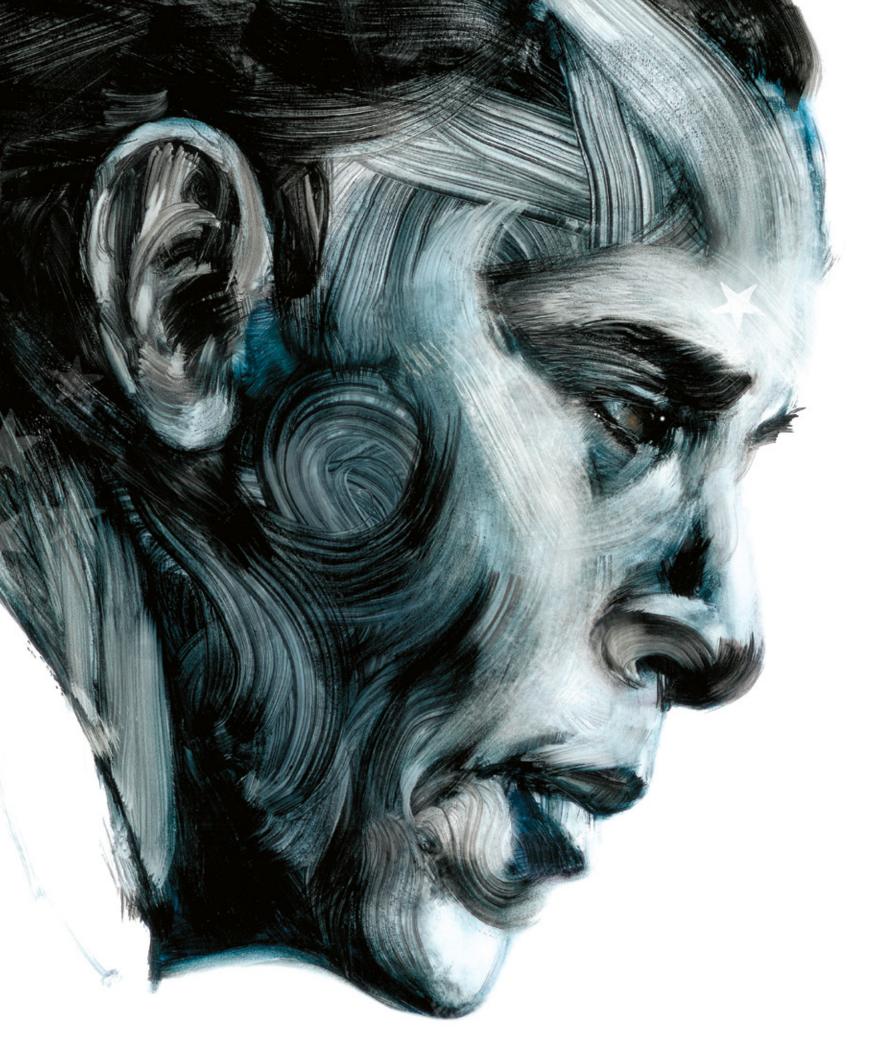




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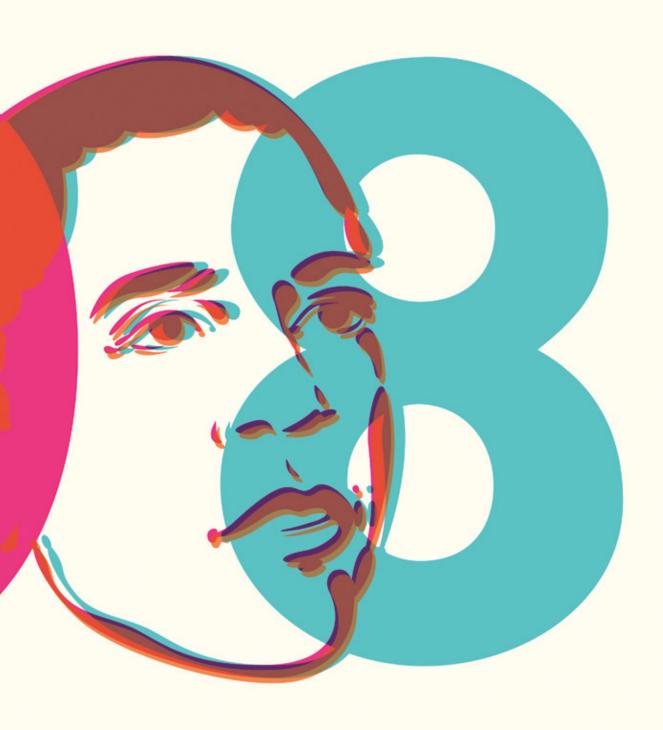
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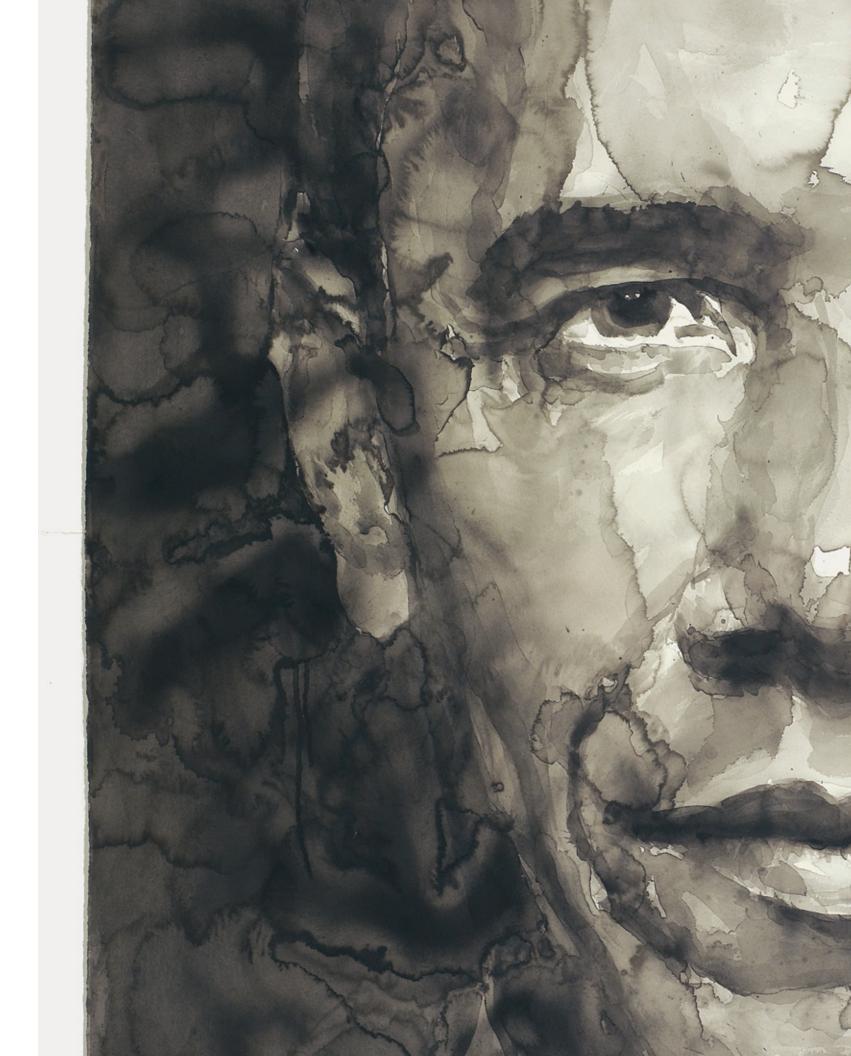
Long Island City, New York

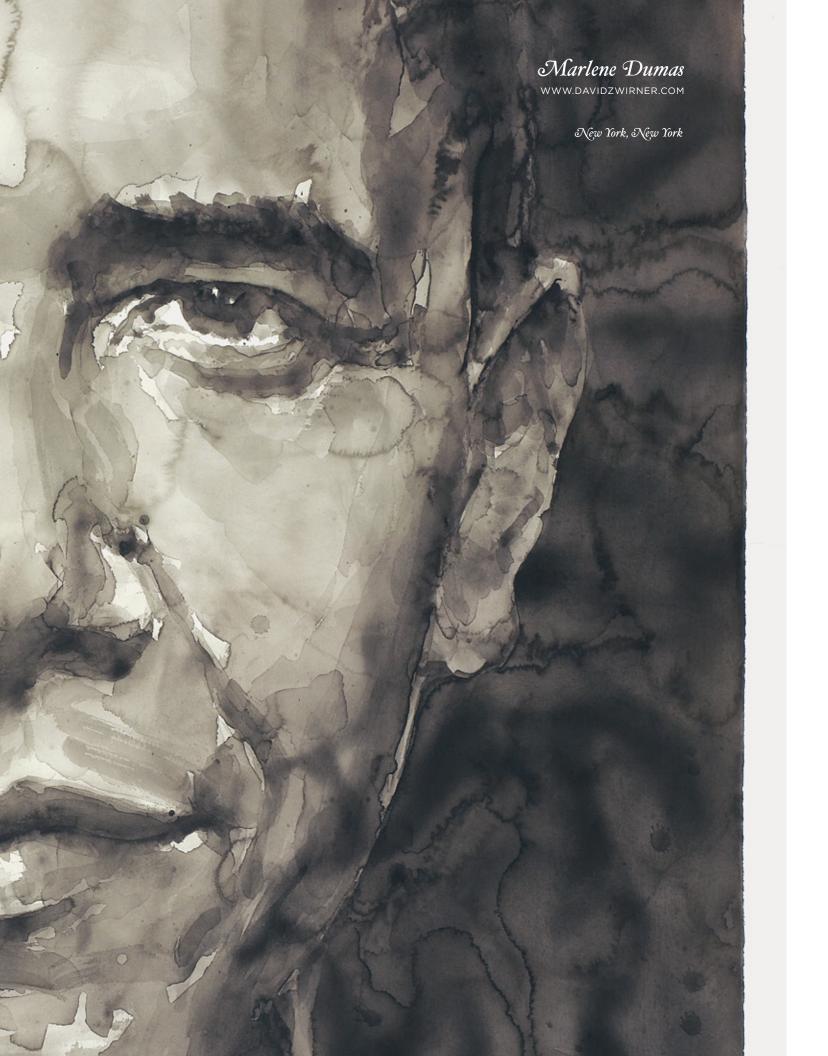




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4 MARRON CLARO



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SUPERFICIES

mim	carcepto		- 10	×4
1.1	pelo	1,040,01	40.47	72.841.14
12	coin devector	24.66	0.74	1.331.64
1.5	ces inquiede	58.35	1.75	3.149(8)
1.4	aio dereche	33.36	1.00	1.796.64
1.6	no inquiento	45.55	1.37	2.459.70
16	selficio naria derecho	0.41	0.28	506, 14
1.7	selficio naria impanerito	10.42	0.66	1.048.60
18	Millule natio braskedo	8.38	0.26	492.62
18	ardo lable derecho	39.70	0.80	1.601.00
1.10	lable derechs	10,10	0.52	929.36
1.11	lable imprierds	20.36	0.61	1.395.90
1.12	Whate create interior	91.78	0.36	606.1
1.13	White one extens	2.47	8.22	387.16
1.14	betille	49.54	1.49	2.675 M
	carbo	279.47	8.26	15 391 36
1.16	traje	1.360.96	40.89	75.589.30
	reger	3.30C0F	9676	175.607.76
21	hards for park, orage, quarter	1.116,60	35.60	60.391.00
22	harde HE supricess dereche	93,87	0.38	678.70
2.0	rabile osia-densita	9,18	0.01	9.73
24	berde inferior capa derecha	1,68	0.66	90.73
2.6	barde onle imprierde	21.46	0.64	5.198.00
26	rabile ceja ir galerda	5,11	0.16	275.94
2.7	made contrata min*	111.20	3.54	6.994.80
_		1,260,60	36.06	88.504.36

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22.	cuefo camina	IN-6	170	12.00 A
5.2	blanco-del qo izquierdo	12.52	0.36	92,797,00
5.1	blanco del spi derecho	8.16	6,25	400,80
		1900	47,76	REPOR
4.5	TURE .	37.15	1,91	2:005,89
4.4	pómule	252.40	7,67	13/601,83
4.5	rabilio opi projemto	261	0.09	160,54
4.2	extreme vit primado are	2.76	0.00	149,04
41	North y party der, routro	1,296,29	20.00	69:900,10
_		2.486.10	74,54	134,365,8
3.5	OWN	100.45	5.26	5.910,30
3.4	mojita iz quenta	2.384.25	49.54	125-007,5
3.5	Regressio int protefe der	0.89	0.00	4.8
3.8	postalla exterior derecha	F.30	0.33	364.7V
3.1	borde exterior osia-devecha	26.10	1.36	2 155.00





















Colophon

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