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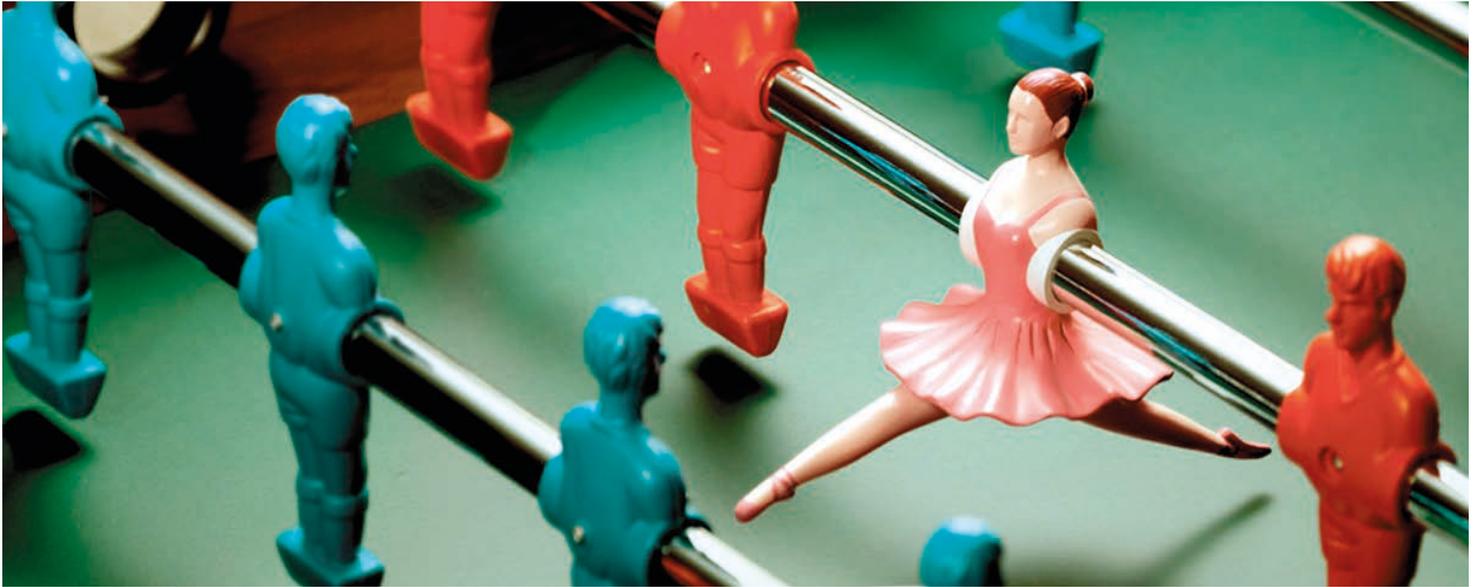


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 **dba**  
11 wins, 9 years

**honey™**



# *The Road Less Travelled*

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Honey is a brand and communications agency. We deliver brand and design solutions for some of the UK's best known companies. Our 9 Design Effectiveness Awards bear witness to the commercial effectiveness of what we do.

Honey is chosen by our clients because we are:

- Collaborative** Working with our clients to achieve their aims, curious, challenging but supportive
- Commercial** 9 Design Effectiveness Awards prove our commercial understanding and awareness of the reality of sales and marketing
- Connected** Honey is part of a group that includes an innovation business and a sales and distribution business.

## The Road Less Travelled

In this the third and final part I look at how we can exploit what entrepreneurs do, but be warned, some of these changes are tough to apply.

When we looked at entrepreneurial brands and companies we were not surprised to learn they did things differently, but we were surprised to learn that of you studied these brands or companies actions, actions rather than what was written about their founders exceptional vision, or sheer talent, they shared a methodology.

This methodology is more a set of action standards, but everything flows from it from the way they anticipate needs to the precision with which they implement.

Five simple steps that anyone can follow, and that changes everything.

They change everything mostly because of the third law, compromise nothing. Entrepreneurs can and do follow this to extremes and this is where success lays. Because you compromise nothing it may require you to create a completely new way of making a product, took Nespresso fifteen years to develop their machine, or a completely new material- the steel in Apples iPhone and Gorilla glass, or develop a completely new business model.

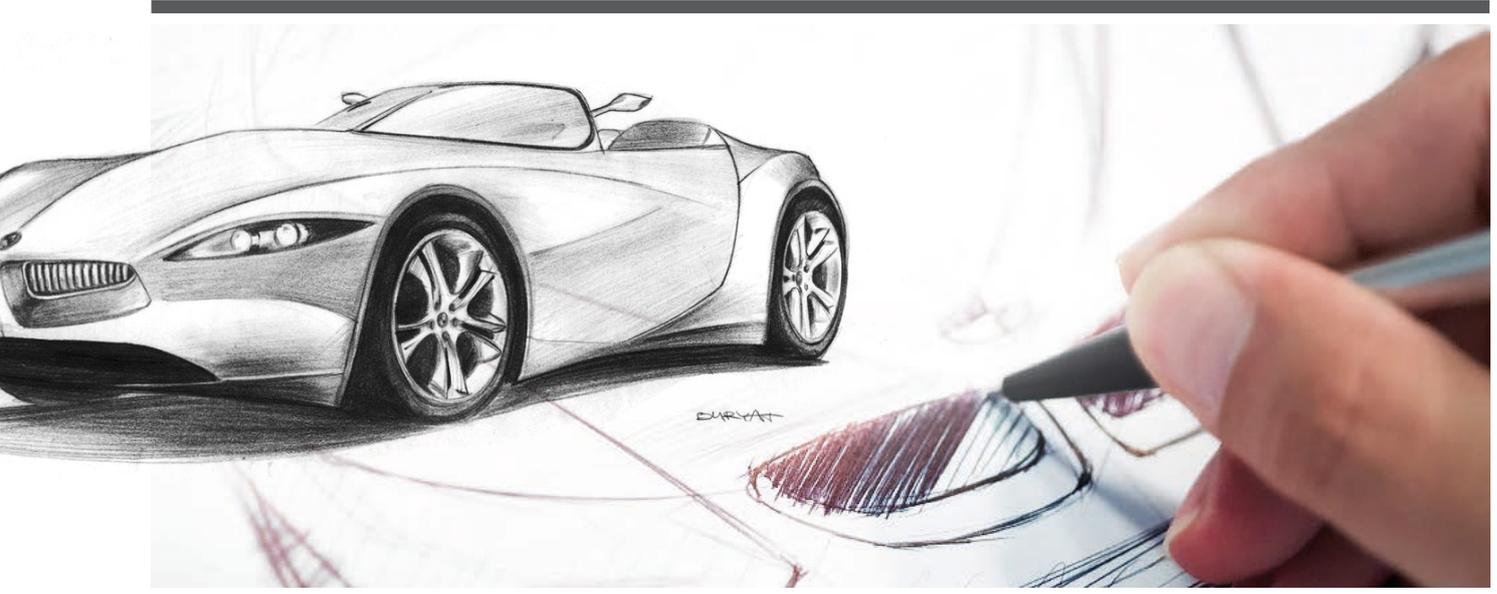
This total lack of compromise is why you need to control everything, down to the feel of a gull wing door hinge, or the growth of a coffee bean.

This might seem like an exceptionally challenging codex. It should do because it really will change how you work. But it can be achieved by even the largest brand.

## Entrepreneur's Codex

- 1** Anticipate needs – you can't research this, its about imagination and insight
- 2** Develop a perfect solution - where perfection is an absolute, not the best you can do
- 3** Compromise on nothing- to meet 2) if you need to develop a new technology, that's what you do
- 4** Control everything- absolutely everything. That to deliver 3)
- 5** Lead, don't follow. Only you are the expert in your new discovery





A few years back BMW had a revelation. That revelation was delivered by the head of design, Chris Bangle. Bangle had been appointed by the board of BMW to shake up the brand, which he did in spades. He achieved this by his GINA concept car. GINA is remarkable even today. It had a unique morphing body made from fabric, biomimetic controls, surfaces influenced by sharks and flames.

To follow the direction BMW engineers had to invent a new way for forming metal and many other processes which are still bearing fruit today. The latest BMW, the i8, shows the Bangle revolution is still rippling through a once conservative car company. This designer/entrepreneur thinking demanded new ways of working in the company with disciplines dropping old demarcation lines and forging new methods. This on-going revolution is made concrete in the design of the new R&D centre which is entrepreneurial, design led thinking embodied as architecture with a large open central space where all disciplines can meet as and when they need to form work groups and ad-hock meetings.

*“...new ways of working  
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BMW are now closer to an entrepreneurial model than probably any other car company bar Tesla, which had the advantage of a clean sheet of paper. But BMW show it can be achieved even when the brand is global and the investments huge. So you can apply the codex as well. You can take it one step at a time and we can help you plan that if you want us to. In the meantime forget the competition, forget the retailer, forget our treasured but abstract tools and language. Put down this article tell your boss you are doing some research. Get out there into the messy, contradictory, complex, irrational world and go hunting for what counts.

It's more difficult, unjustifiable and dangerous in equal measure, but it will compensate by being richer, more rewarding and real, as will be the breakthroughs that flow from it.



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