

In-House & Online

By Laurel Saville

InSource creates an online community for in-house designers.

Like so many interesting and productive collaborations, this one started with what Andy Epstein, formerly with Gund and now with Bristol Myers Squibb, dubbed a “blind date.” According to Glenn John Arnowitz, creative director at Wyeth in Madison, New Jersey, as well as cofounder and vice president of InSource, when a vendor heard him complaining about the difficulties of running an in-house, corporate graphics department, he suggested Arnowitz meet Epstein, who had been lamenting the exact same issues.

“Despite the differences in our companies—Gund is a soft-toy company and Wyeth a pharmaceutical giant—we had similar departments and faced the exact same challenges. We thought, if we feel this way, there must be other people who feel this way, too,” Arnowitz notes. “Our first idea was to have an event.” They organized a roundtable for in-house creative folks with Peter Philips from the Design Management Institute. A few phone calls and some effective word of mouth later, the blind date had grown into a network of dozens of people who wanted to keep meeting and talking and sharing information. Thus was InSource born.

This is where the bio will go when we get one for Laurel Saville. Im sure its going to come in sometime. And when it does, it goes here. In the spot where the bio always goes. On the first page. Unless we don't have room for it, in which case it would go on the last page

THE WISH LIST

Because the mission of this nonprofit, completely volunteer organization is to “enhance the understanding, impact and value of in-house design” by sharing expertise, ideas and support, getting a presence up on the web was an obvious immediate first step to connect all the people who were popping up and raising their hands from the back rooms of in-house creative departments across the country. “We knew we needed to have a presence,” says Arnowitz. They developed a board of directors and, working with Lakefront Media, created a website.

Martin Shova, current president of InSource, former creative director at Kraft Foods and now a partner at One Flight Up Design & Innovation in Boonton, N.J., notes that the group quickly realized the limits and outgrew this first effort: “We needed a more dynamic site where we could post more content and provide more value and build an interactive community of creative professionals.” And because the organization was growing rapidly, they also needed a site that could be easily expanded and managed by InSource member volunteers, without having to constantly return to a web design firm to post new content.

Old site

WELCOME

LETTER FROM THE PRESIDENT

On behalf of the InSource Board of Directors I want to thank you for your support of our creative community, as well as share with you some of our plans for 2006 and beyond.

Featured Profile

Steve Benfield

By way of introduction, I'm Martin Shova, and I am very happy to be your newly elected President of InSource. Andy Epstein, our former President and Cofounder, remains on the board as Vice President, along with Glenn Arnowitz, also Vice President and Cofounder. Both Andy and Glenn have done exceptional work leading InSource from its inception in 2002.

Looking back over the last 4 years, InSource has grown from a grass roots organization of 25 members to more than 1000 members nationally and internationally. Over this time we've seen a real need from the corporate creative community for ongoing support, information sharing and some "real world" solutions that are less theoretical and more relevant to address challenges in the workplace. As our industry continues to evolve, all of us at InSource are happy to do our part to support those needs. [Read more...](#)

RECENT NEWS

IN-HOUSE CONFERENCE Discover how to build and manage a creative team that's downright indispensable to your company. Join Glenn John Arnowitz, Andy Epstein and today's leading art directors, studio managers, industry consultants at this not-to-be-missed Business Conference for In-House Creative Managers, presented by HOW magazine. Register now - space is limited! <http://www.inhowsconference.com/>

eZine Coming up with clever concepts is a common challenge faced by all creative professionals. But for in-house designers who work on the same brand day in and day out, keeping fresh can be even more of an uphill battle. Yet experienced in-house professionals will tell you there's plenty of room for innovation in a corporate environment. Take it from Glenn John Arnowitz who helped build - and now manages - an award-winning team of six

New site

Why Join InSource?
Access In-house trends, the latest design news, and connect to a part of our creative community...

MEMBER PROFILE
Robert Gardner

Join

MEMBER PROFILE
Robert Gardner

LOG IN

The true value of our group is with **you** — your experience, your knowledge, and your creativity.

MEMBER RESOURCES
EVENTS
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InSite News

NEW! Processing the Process Process
In the race of tight deadlines, client revisions and cost pressures its difficult to find the time to create and document processes and procedures for the execution of your projects. But possible is important. It protects your group from performance and financial risk and may even afford you and your team more time to do what you enjoy most - design. Read this article by Andy Epstein, Director of Graphic Design and Print Production at Bristol-Myers Squibb, and find out how to make use with workflows and work instructions. [Read More](#)

Muhawk Fine Papers In-House Design Award
The 2007 Muhawk Stone Design competition will feature a special award for exceptional work being produced by an in-house design department. Projects will be judged on design and production excellence. The winner will receive \$5,000 cash. Deadline: Nov. 11, 2007. For more information and entry forms, visit www.muhawk.com.

Driving Innovation Through Design
InSource is pleased to announce that Fairleigh Dickinson University in Madison, NJ will host our Spring event... [Read More](#)

President's Letter
On behalf of the InSource Board of Directors, I want to thank you for your continued support of our creative community... [Read More](#)

Business of In-House Design
Jeri Herberger provides valuable insights into the "Business of In-House Design" at the InSource November event... [Read More](#)

Zip Download
InSource too download: 76% for 60"... [Read More](#)

Welcome to InSource

We extend the opportunities, trends and value of in-house design within the corporate environment. We provide expertise, tools, networking and management support. Committed to design excellence and effective design management. InSource promotes creative thinking and provides best practices.

tag InSite the Forum

• Comment
• Talk
• Question
• Answer

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THINK, FEEL, WORK. **MORRIS!** **AQUENT** **Your CREATIVE Design PARTNER** **One Flight Up Design & Innovation, Inc.**

InSource home page

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The team pulled together a request for proposal (RFP), the drafting of which provided an opportunity to get very clear about wants, needs and expectations—which, as Shova points out, “was a long list. That got longer, too.” The RFP listed the basic needs as “leveraging technologies to provide richer content and enhance the online experience for community members.” Project scope included the following:

- Site redesign
- Functionality enhancements such as cross-linked and integrated content, quarterly updates, a content management system, message board, as well as member registration and showcase
- Site hosting and e-mail services
- Site management and marketing consulting

Community

But even more important than providing these hard assets were the softer concerns of the team. “The key was to build and drive that community feeling,” notes Shova. “Internal design organizations are kind of sequestered from the larger organization. There’s always that sense of alienation because we’re

talking ideas and design rather than marketing or other functions core to the business. You're a support organization, but there are very few people who share your language." The other omnipresent challenge is self-justification.

"The design business is intangible. It's hard to put your finger on the value of design, so it's hard to talk to management because they're all about value. There are tons of different questions that come up, that all in-house designers wrestle with, but there's typically no one in the larger organization that you can turn to for help," says Shova. This is where InSource wanted to come in, on the web, offering that critical and yet mostly absent support system.

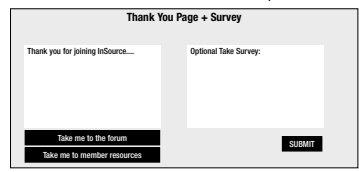
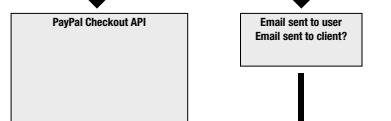
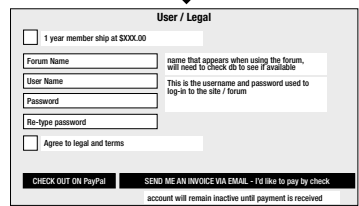
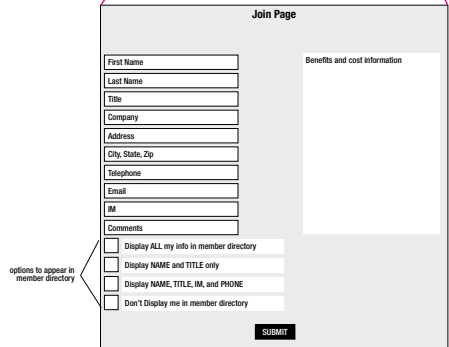
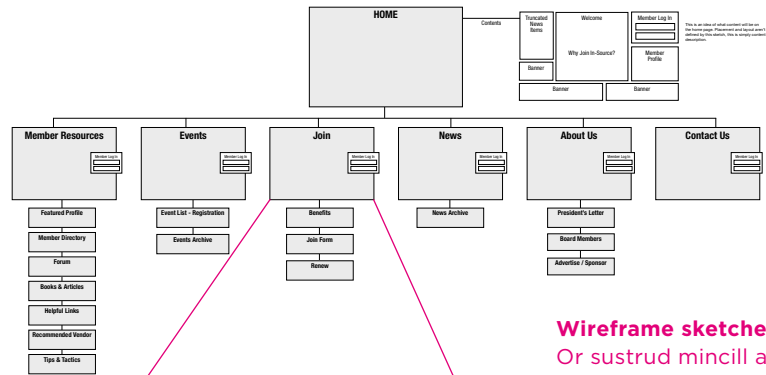
The web design and implementation task was given to Morris Communication, a cross-media branding firm. Principal Steve Morris explains that he had some personal connections to the other designers who were or had been on the InSource board of directors. "There was a bit of history there and with it came a truckload of empathy," he notes. "As we began to look at the RFP and talk about the challenges and the design and how we wanted the site to function, we kept coming back to the idea of community and communication and the question of how do we build it as a pavilion for ideas and information to be exchanged."

On the old site, members could only communicate with InSource itself, not with each other. The team quickly came up with the idea of setting up a forum. "The initial need for the forum came out of our desire for the organization to foster community," notes Morris. "On the agency side, there is a kind of luxury in that we have the possibility to build our culture around our business, whereas on the in-house side, that is much more difficult, as the culture is driven by the organization. It's harder to build your own internal, design culture."

Design(ers)

The other immediate challenge was the actual design of the site. Lex Talkington, a graphic designer and site architect, and Aaron Grossman, another graphic designer, were keenly aware that they were designing for their peers. Talkington recalls, "The design process was a little intimidating, knowing we were designing for designers and knowing how subjective we all are. You kind of wince a little bit when you put the comps out." Morris notes that he kept wondering if his team was going to be up to the task at hand: "Are our solutions going to be good enough to speak to the organization? It was a great test of personal confidence, an honor and a challenge."

To meet that challenge, the team came up with a range of options. "The first designs that we created



Wireframe sketches
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knowing that we were designing for designers, were pretty out there,” explains Talkington. Working with nothing more than a logo and brand colors of black, white and red, “We took the brand’s new look that Glenn and Marty provided, and we pushed it pretty far to establish the online brand look and feel. Then Aaron and I went back and forth and peeled away the layers until we got to a look that fit the look they had established. One that fit the online environment and still had a corporate look and wasn’t overly artsy.” Adds Grossman, “Marty and Glenn kept coming back saying that it had to be warmer and have more community feel.”

In truth, it was more than just Shova and Arnowitz. As if scripted from a graphic designer’s worst nightmare, the InSource team was a committee of 12 in-house designers reviewing and commenting on the presented work. “All these corporate designers got a sick pleasure in doing to Steve and Aaron and Lex what our internal clients do to us,” jokes Arnowitz. Morris protests, “And you guys pulled the classic move to take parts from one design and add it to another direction!” Arnowitz laughs, “Yeah, those were the things we swore we’d never do.” He then explains, “While we didn’t want to create a Frankenstein site, there were things from concept A we liked, and so we combined those with concept B and C.” Talkington gets in the last word by noting, with mock exasperation, “We were just very thankful that we didn’t get digital JPEGs cut and pasted and redesigned. I’m guessing that there were people in the group that were itching to get their hands on the Photoshop files.”

When trying to incorporate so many different—and strong—opinions on creative direction, there is always a risk that the end result will be reduced to the lowest common denominator. To ensure this didn’t happen, Morris kept his eyes on the larger goal. “You have to keep the big picture and all the checks and balances in mind, and keep asking yourself, does it pass the litmus test of creating the bright, warm inviting website that we want to create? The core common denominator is that we wanted to create a look that had real respectability, was welcoming to any designer from any organization, but also had a sense of strength and legitimacy that felt sophisticated, elevated the profile and increased the credibility of the organization.”

Ultimately, this was accomplished primarily by letting the core brand attributes stand out. The site uses the strong, vibrant, simple InSource colors of red, white and black—white provides a background respite, black brings attention to the logo and allows easy readability of type, while red draws attention to links and other critical information. These confident graphic treatments are balanced by a liberal use of



Early homepage designs

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photographs that depict people and settings that could have been plucked from any design department in the country, complete with comfortable furniture, team sessions, cool eyewear and lots of black clothes. And if that's not enough to create verisimilitude, a photo and link to a real member profile appears on each and every page. Grossman points out that the end result is "very unique and stands apart from other sites like it. You go to this site and you immediately identify it with InSource."

THE COUNTDOWN

As if there weren't already enough challenges, a crunched time line that overlapped with the end-of-year holiday season added its own element of excitement to the project. Shova explains, "We sent out e-mails to members saying we were launching January 2, and then we had to tell them we were pushing it a week. We didn't want them to see the same old site."

Morris' team came up with the idea of using a timer both to give members something fresh and tantalizing to see when they came looking for the new site and to keep the team on schedule. Talkington

remembers, "The minute that I pushed the countdown timer live, I sat down and realized what I had done, and that this meant we had a real timeline. This timer was not well received by the technical team," he deadpans.

However, it worked. The site went live almost perfectly on time—there were just a couple of last minute technical glitches—and it has been extremely well received by the membership, which has grown from 750 members early last year to 1500 members at the launch of the new site in 2007. Of course, now that everything has been checked off the original wish list, a new one has taken its place. "We'd like to have the ability to update all the pages ourselves," notes Arnowitz. "We're going to have a guest forum to give everyone the chance to chat with an expert, and give members the opportunity to post content, as well as case studies. And, down the road, we'd like to sponsor an in-house design competition."

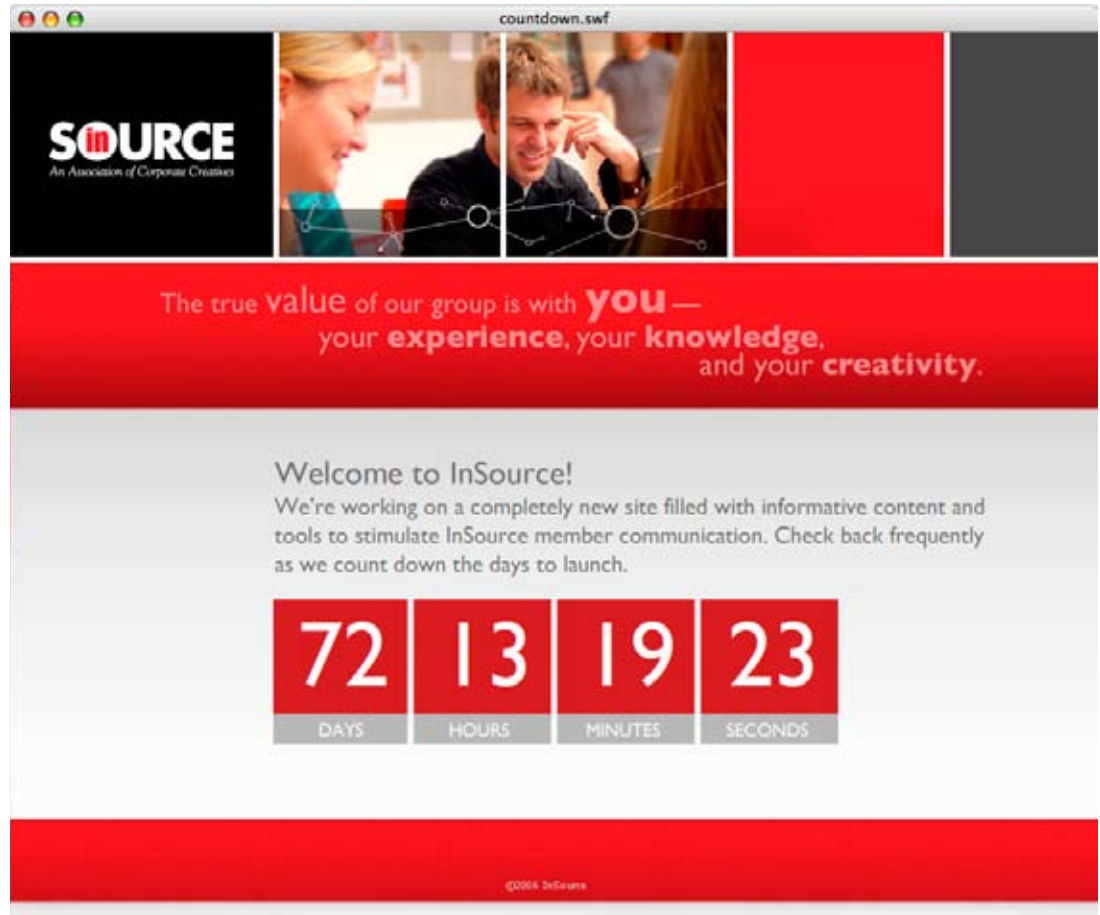
But for now, the site is achieving its most important goal of creating a community. "The heart of the site is the forum," notes Arnowitz. "Every day there is a new posting and really cool threads happening. This is breathing life into the site." 🗨️

Countdown to the big day

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CURRENT NEWS HEADLINES

Current News

NEW! Processing the Process Process
In the heat of tight deadlines, client revisions and staff members to OFFICE to find the time to create and document process and procedures for the execution of your projects. But process is important. It protects your group from petty rework and financial risk and may even afford you and your team more time to do what you enjoy most - design. Read the article by Andy Spitzer, Director of Creative Design and Print Production at Bristol Myers Squibb, and find out how to make time with workflow and work structures.
[Link to More](#)

Taking the Time
How to Communicate up the Food Chain
Every year a number of great ideas meet untimely deaths. The culprit? Communication breakdowns - those frustrating occasions when you just can't seem to connect with your clients or convince them of the merits of your solution. Few situations are more expediting than going back to the drawing board when you've just come up with the Public Process of Blue or, worse, making them your Process as though that it begins to resemble a toddler's art project. InSource is founder Glenn John Aronow contributed to the article that appears in the current issue of InSource magazine.
[Link to More](#)

3rdWave Designer Conference
The 2006 InSource Designer Conference agenda will join packed with informative and inspirational sessions that offer solutions to the many challenges faced by in-house creative managers. Topics range from expert tips on how to manage and motivate your staff, to in-depth details on how to streamline upper management that cutting-edge equipment actually REPAIRS the bottom line. Attendees walked away with invaluable information on how to grow both their brand and their business - along with their in-house group. Save that's the man to make your in-house creative team the best-kept secret to your company! Andy Spitzer and Glenn John Aronow present "The Story Book of In-House" and discuss strategies to overcome the persistent staffing and unmet corporate culture, which often includes limited access to key decision makers, internal advancement opportunities, and lack of respect within the design community.

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CURRENT NEWS HEADLINES

Events Archive

NOVEMBER 2006 THE BUSINESS OF IN-HOUSE DESIGN
Jim DeLonger was the featured speaker for a half-day InSource event held on Thursday, November 16, 2006, at Regis headquarters in Madison, New Jersey. His lively presentation offered practical advice on a wide range of business strategies for in-house creative professionals, including how to build an effective structure for success as a creative team, tactics for becoming a profit center and the logic of developing useful tools such as workflow elements and efficiency measures to increase the perceived value of in-house design services in the corporate environment. [Link to More](#)

MAY 2006 BOARD OF DIRECTORS VOLUNTARY - EXPOSED
Behind our creative departments, administrative support, department structure, etc., in-house creative management, workflow, process, the 1st gear on. In May, InSource opened our doors to the creative community, addressing the hottest of these topics, offering insight and sharing perspectives. As a progressive in-house leader it is critical you are "in-tune" with an in-house management strategy and justification through you can find to answer the questions that management will confront you with when that phone rings. This event was moderated by Peter Phillips, an expert on in-house creative management from the Design Management Institute. And all guests of InSource Board of Directors and the attendees, discussion was growing steadily. We encourage them back to InSource. We welcome your thoughts and ideas to help, informative and spirited discussions.

MARCH 2006 BRANFART
On March 14, 2006, InSource hosted "Building, Nurturing and Selling a Successful Internal"

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Forum **Topics** **Realtime**

The InSource Forum
This is a community forum for all InSource members. Share your thoughts, questions, complaints, tips, and ideas. Click on "The InSource Forum" to start viewing threads or replying to them.

Latest Discussions

Topic	Replies	Views	Author	Latest reply
(Technical) Design Complications	11	101	Sharon	24 Mar 2007 14:33
Creative Services Project Management	8	102	sharon	24 Mar 2007 14:33
Any 'non-creative' assignments and their?	5	101	Sharon	24 Mar 2007 14:33
Share your IT department support story?	4	101	Sharon	24 Mar 2007 14:33
HR or not?	4	101	Sharon	24 Mar 2007 14:33
Your production skills - need to know best?	8	101	Sharon	24 Mar 2007 14:33
Promotional built - how to be more visible to your organization?	3	101	Sharon	24 Mar 2007 14:33
Working on in-house creative department - HELP	5	101	Sharon	24 Mar 2007 14:33
Looking for an Account Executive?	8	101	Sharon	24 Mar 2007 14:33
CMF Director?	3	101	Sharon	24 Mar 2007 14:33
What have you done to improve the understanding of the value of design?	10	101	Sharon	24 Mar 2007 14:33
The creative culture process, design, branding	8	101	Sharon	24 Mar 2007 14:33

1. Current news page
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Our team at InSource is dedicated to providing you with valuable insights that will help you build your internal departments. Becoming a member of InSource gives you not only access to these tools, but access to the InSource community, a community of people like you. Through the InSource Forum you can easily reach out to your community to share learnings and ask questions, or become a mentor/leader and start getting the help you need, or help others who may be experiencing the same issues you've compared.

InSource also plans several events throughout the year, and we will keep you abreast of dates, times and locations through regular e-mails from our event team.

A New to InSource? Click [here](#) to get started interacting with other members and sharing useful knowledge ideas and information!

B Currently a Member? Log in to the website and password fields above with your existing username and password - if you have misplaced these, please email us [here](#) and ask for our username, or login for an email from us about how to log in.

C Simply email us! If you are a member, but haven't checked in with us in a while - or if your email address has changed since you joined our site, please email us [here](#) and we'll get you set up!

4. E-mail template
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InSource Spring Event

InSource is proud to announce our upcoming Spring 2007 event, "Thinking Creatively Through Design." That features a panel discussion with some of today's innovation leaders across the business and design communities.

Innovation can be somewhat elusive to corporations, both large and small. Most businesses recognize the need to innovate their products lines or services offerings to compete with changing needs. Many businesses also understand that design innovation and design process processes are key to sustainability over time. Therefore, we find there is tremendous value in promoting creative thinking and discussing what design managers can do to become innovation leaders in an organization.

Our InSource Spring 2007 Event will focus on innovation for the creative manager. We will address how to foster creative teams, how to drive innovation, what processes support creative thinking, what trends are emerging in design innovation and what technologies are available to promote innovation. The event will feature a panel discussion with **Bob Wagner** (Vice President, Global Creative Services Business and Project Portfolio Programs), **Sharon Phillips** (Creative Director, Creative Design USA), a monthly news magazine for creative professionals and **Jim Bernard** (Executive Director of the Hoffman School of Behavioral Studies at Ryerhigh-Behavioral University). His experience across a broad range of industries offers key insights for business managers seeking to add value through innovation. InSource will also welcome back **Sharon Clark**, Creative Consultant and Managing Partner of Sharon Creative Design (based in San Marcos, Texas), who will serve as moderator and facilitate our in-depth discussion.

The Spring 2007 Event, "Thinking Creatively Through Design," will be held on **Thursday, April 5, 2007, from 8:30 AM to 12:30 PM**, and we are proud to announce that this event will be held at **Prattville Hall at Ryerhigh-Behavioral University, 200 Wallace Avenue, Madison, New Jersey**, the official national application for the **2007 InSource Design Awards** ceremony. For finding the event, visit [http://www.insource.com/2007](#) for directions by the airport.

For the event a \$60 program, materials will be provided on register early and don't miss what promises to be a lively and informative discussion. For more information and to register, visit [http://www.insource.com/2007](#).

InSource would also like to thank our total sponsors for this event: **Madison Free Paper** ([http://www.madisonfreepaper.com](#)), with additional sponsorship support from **Madison Free Paper** ([http://www.madisonfreepaper.com](#)) and **LightHouse** ([http://www.lighthouse.com](#)).

InSource Membership

If you are not a member of InSource, we welcome you to join. We offer valuable insights for corporate creative managers and non-work related to in-house challenges. We also provide a valuable forum to share ideas, information and connect to our valuable design community. Visit [http://www.insource.com](#) for more details about InSource and for registration information. Email [info@insource.com](#) if you have any questions regarding membership or if you or your company would be interested in sponsoring InSource activities.

InSource will gladly acknowledge and thank **Source** ([http://www.source.com](#)) for their continued support of the InSource community and sponsoring activities.

InSource is a nonprofit organization established to enhance the understanding, respect and value of in-house design within the corporate environment. InSource promotes creative, social, networking and management support. Encouraged to design innovation and effective design management, InSource facilitates mutual learning and provides real business solutions. Visit [http://www.insource.com](#) for more information.

We thank all our contributing members, the InSource members - thank you for their support and contributions to the InSource community. We are grateful for their support and we will continue to work with you and help you.

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