Trends in Logo Design Among Fortune 100 Companies

A Senior Project

presented to

the Faculty of the Graphic Communication Department

California Polytechnic State University, San Luis Obispo

In Partial Fulfillment

of the Requirements for the Degree

Bachelor of Science

by

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August, 2011

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ABSTRACT

Using ten different criteria to rigorously inspect ten logo designs, this paper concludes that conceptuality is perhaps the most important component of a brand's identity. Graphic Communication students, who are the future of the industry, offered up their conclusions of these logos and the success of the design. With the incorporation of articles and opinions of those in the field, trends in the latest logos are found.

Table of Contents

Chapter 1 4
Chapter 2 6
Chapter 3 11
Chapter 4 13
Chapter 5 16
Figures 19
Survey 20
Criteria 21
Survey Results 23
References 26

Chapter 1

The trend in corporate redesign is simplification. Apple began in 1980 with a complicated engraving of their logo. They then moved to a simpler version of an apple. Most of Generation Y, the part of society born in the mid-1980s and later, perhaps remember sitting at an old Apple II in second or third grade, counting the colors on the rainbow apple. The bright logo is still there, and it is associated with the latest technology of the day. By the early 1990s, Apple had reformed the apple to a silvery gradient, recognized worldwide. This trend has influenced other Fortune 100 companies to "modernize" their corporate image. This study asks the question; which Fortune 100 company achieves the most success in logo design? Fortune 100 companies offer a broad range of logos that have, by definition, achieved success. Fortune 100 is an annual list of the 100 largest industrial corporations in the United States. *Fortune* Magazine ranks them based on revenues, profits, and market value.[1] Changes in design trends will be analyzed from Fortune 100 companies.

Understanding societal changes and trends are no doubt what corporations and graphic designers must incorporate to generate appeal. Trends today seem to be moving away from the corporate blue, giving way to sustainable green. This study shows the importance of conceptuality in a logo. It also

[1] *WebFinance, Inc.* , 2011. Web. 13 May 2011. http://www.investorwords.com/2056/Fortune_500.html.

shows other necessary components, such as versatility, legibility and the like. Analyzing these graphics and how they have changed through the years will give the reader a general knowledge of successful trends.

The purpose of study is to compare different logos from industry categories among the Fortune 100 list, and determine which logos best leverage the criteria based on the standards shown in the Cosmic Design Group's "10 Characteristics of Logos that Endure".[2] Categories of logos include advertising/marketing, energy, food services, health care, oil and gas, real estate, transportation, and many more. Analyzing the redesigning, if applicable, and the causes of redesign. Sampling a few companies out of each general category, and analyzing its logo based on considerations such as color theory, design elements, societal changes, psychological gave this study depth.

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2 Cosmic Design Group. "10 Characteristics of Logos that Endure". 2011. Web. 8 August 2011. <http://cosmicdesigngroup.com/2010/06/10-characteristics-of-logos-that-endure/>.

Chapter 2

In *Fortune* Magazine's May 2008 issue, Scott Cendrowski analyzed the most successful corporate logo of the "Fortune 100 list." Evaluating these logos: Intel, Nike, General Electric, Altria, Target, Toys R Us, McDonald's, Starbuck's Coffee, Google, FedEx, CBS, Apple, Harley-Davidson Motor Company, John Deere, Bank of America and Merrill Lynch, Target came up with the top prize. Target is "more distinct" and overall simplistic. Target, being a Fortune 100 company, seems to have the right ingredients for a successful logo.[3] The necessary components seem to be simplicity and recognition. Analyzing what the authors of articles are saying about corporate logo trends in the new era, we can get a more thorough idea of trends in logo design.

Designzzz.com published an article called "Most Impressive Collection of Conceptual Logos". Designzzz.com maintains, "it is important that the logo should be designed well, but it is also essential for it to contain the concept of the company."[4] It's article highlights the best concepts they've found in logos.

Continuing this thought of conceptuality, the article at Designzzz.com has impressive examples of logo concepts. The first post is a brand called

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[3] Cendrowski, Scott. "Company Logo Smackdown." *Fortune.* Ebsco Industries, Inc, 5 May 2008. Web. 13 May 2011.

[4] Designzzz.com."Most Impressive Collection of Conceptual Logos." Designzzz.com. 6 August 2011. Web. 2011. <http://www.designzzz.com/impressive-collection-conceptual-logos/>.

Opposite. Even the untrained eye can notice the unsubtle concept of the term "opposite". The face on the right is happy and white, while its reflection is sad and dark. Compiled in an abstracted rendering of two faces, this brand is easy to remember and distinctive.

According to *Pr News*, there is "less emphasis on sustainability or general 'greenness' in design. Further, another aspect of successful logo design is that "pattern and illustration hang on (to the present trend)…" Contradicting previous statements though, another opinion says, "corporate sustainability is a must in logo design trends." Colors are also "becoming more vivid…desaturation has drained away".[5] This makes sense, as people are appealing to the "child-like" "fun" side of Corporate America. Getting away from dull corporate blues is the new trend.

On the issue of redesigning a logo to modernize a brand, *Brandweek* says it works. Take *Brandweek's* case study on Gap. Gap has recently modified its "standard blue for white in ads tying in with the Bono-led charity-driven Red." [6] Gap, ranked 162 in Fortune 100's 2010 list, seems to know how to revitalize its brand as years go by.[7]

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[5] PR News. "Quick Study: Western Nations Swoon Over Web Ads; Logo Trends Explored; Sustainability Reporting Now the Norm." *PR News.* ProQuest LLC. 28 July 2008. Web. 13 May 2011. <http://proquest.umi.com.ezproxy.lib.calpoly.edu/pqdweb?did=1519070791&Fmt=3&VInst=PROD&VType=PQD&RQT=309&VName=PQD&>.

[6] Brandweek. "Messing with your brand's logo is no longer a no go: Snickers, Perrier tweak visual treatments in new ads. (NEWS ANALYSIS)." *Brandweek.* Gale Group, 30 October 2006. Web. 13 May 2011. http://find.galegroup.com.ezproxy.lib.calpoly.edu/gtx/infomark.do?action=interpret&type=retrieve&searchType=AdvancedSearchForm&docId=A153763260&prodId=EAIM&source=null&version=1.0&userGroupName=calpolyw_csu&finalAuth=true.

[7] Fortune. "162. Gap." *Fortune 500.* CNN Money. 3 May 2011. Web. 13 May 2011. http://money.cnn.com/magazines/fortune/fortune500/2010/snapshots/3024.html.

Adweek ran an article that notes, "as the economy gets uglier, logos are getting prettier." The old-style trademarks of "IBM's and Bank of America are being supplanted by...more approachable fonts; multiple colors and natural, child-like symbols." Kraft Foods, number 53 on the 2010 Fortune 500 List[8], changed from a "red, white and blue hexagon" to "lower-case…and yellow, green purple, blue and orange…" The name for this new trend, according to designers, is The Google Effect. People are saying that Google's "multicolor design and the company's willingness to tweak its logo for holidays and such have been widely influential."[9] Understanding changing logos while maintaining concepts attract consumers and bring in more sales in the long run.

In looking at the number one ranked Fortune 100 company in 2010, one can find Wall-mart has had major success in sales. Part of this is their new logo. The new logo has gone from "sharp, uppercase letters" to " rounded, lowercase." Last June, "Wal-Mart officially unveiled the new logo…" Trying to change Wal-mart's image to a more "environmentally friendly corporation." The new sunburst 'looks organic'…"[10] According to Bill Gardner, president of Gardner Design, the recent trends in corporate identity is 'clean and simple.'

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[8]Fortune. "162. Gap." *Fortune 500.* CNN Money. 3 May 2011. Web. 13 May 2011. http://money.cnn.com/magazines/fortune/fortune500/2010/snapshots/3024.html

[9] Wasserman, Todd. "Grim Times Prompt More Upbeat Logos." *Adweek.* Adweek, 21 February 2009. Web. 13 May 2011. http://www.adweek.com/news/advertising-branding/grim-times-prompt-more-upbeat-logos-105312.

[10] Jana, Reena. "Wal-Mart Gets a Facelift." *Bloomberg Businessweek.* Bloomberg, 2 July 2008. Web. 13 May 2011. http://www.businessweek.com/innovate/content/jul2008/id2008072_324653.htm.

This certainly seems to be Wal-mart's plan of attack, as their new logo simplifies, yet strengthens the design, appealing to a wider audience.

Another article from *Fortune 500* itself, tells of what we can learn based on successful corporate logos. Using Hewlett-Packard, J.P. Morgan Chase & Company, Ford Motor, AT&T, ConocoPhillips, Bank of America Corporation, General Electric, Chevron, Exxon Mobil, Wal-Mart, General Motors and Valero Energy as models, *Fortune 500* found valuable consistencies: 80 percent use blue, 90 percent use a sans-serif font, two use an acronym of the full company name, 40 percent only use one color, 40 percent use two spot colors, out of the four logos that employ spot colors, three of them use red, only two are vaguely realistic or illustrative, two use script font, 40% use iconic portions that can be "free standing", one uses a text only approach.[11]

Why should a company redesign its logo? Citing the Detroit Lion's new logo, one extensive article maintains the need for a redesign will: "Make business strategy visible, create universal understanding of the organization's direction, make the new direction 'real' to employees and fans, and accelerate the achievement of desired results." Visually, the team name now has an italicized font, expressing motion. The typeface is blocky and has serifs, also adding motion. As for the fans, nearly half are indifferent towards the new logo. Many

[11] Douglas, Steve, "2010 Fortune 500: The top 10 most valuable corporate logo properties." *The Logo Factor*. The Logo Factory, Inc, 19 April 2010. Web. 13 May 2011. http://www.thelogofactory.com/logo_blog/index.php/fortune-500-10-most-valuable-logo-properties/.

preferred the old logo, which is entirely the opposite effect a logo redesign should have.[12]

But logo redesigns aren't always a disaster. Take San Diego Zoo's branding identity redesigned by Landor. Totally revamping its identity changed the "uncreative logo to an interactive, child-friendly" image. "It is more contemporary and speaks to the audience".[13]

From Landor itself: "we drew from our insight that different animals use a variety of unique expressions. We rendered the core signature in a range of executions that celebrate the animals' distinctive personalities". Using a custom typeface, Landor created something that went beyond the old san serif logo to a playful and intriguing identity.[14]

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[12] Sessions, Steven. "The Significance of a Logo Redesign." *Ezine Articles*. Ezin Articles. 18 March 2010. Web. 13 May 2011. http://ezinearticles.com/?The-Significance-of-a-Logo-Redesign&id=3885920

[13] "Successful & Failed Logo Redesigns | Admireworks." *Admireworks*. Admireworks, 25 Apr. 2011. Web. 03 June 2011. <http://www.admireworks.com/2011/04/successful-failed-logo-redesigns/>.

[14] "San Diego Zoo Gets Funky - Brand New." *UnderConsideration LLC*. Under Consideration, 27 Oct. 2010. Web. 03 June 2011. <http://www.underconsideration.com/brandnew/archives/san_diego_zoo_gets_funky.php>.

Chapter 3

The purpose of study is to compare and analyze different logos from industry categories among the Fortune 100 list. These observations are based on color theory as well as consumer preferences. To do this, content analysis and surveys were conducted. Viewing papers in this topic provided background information useful in selected the criteria. These sources are including, but not limited to: Listphile's article on Fortune 500 Logos[15], Steve Douglas's analysis on valuable corporate logo design[16], Web Design Shock's "Design Trends"[17], Steve Heller's analysis of type design through the ages[18], and Anne Odling-Smee's The New Handmade Graphics: Beyond Digital Design.[19] Evaluating data and quantifying it achieved analysis.

Another method of research is conducting surveys. These surveys assess opinions of people in the industry who are either current or the future of the graphic communication industry. These were from multiple sources, about

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[15] "Fortune 500 Logos." *Listphile: Shared Lists, Atlases, and Databases*. Brun Design, Inc., 2007. Web. 20 May 2011. <http://www.listphile.com/Fortune_500_Logos>.
[16] Douglas, Steve. "Fortune 500: 10 Most Valuable Corporate Logo Design Properties | The Logo Factor Design Blog." *Logo Design | The Logo FactoryÂ® Design Studio*. 19 Apr. 2010. Web. 20 May 2011. <http://www.thelogofactory.com/logo_blog/index.php/fortune-500-10-most-valuable-logo-properties/>.
[17] Web Design Shock. "Design Trends for 2011." *Best Web Design Blog – WebDesignShock*. Web Design Shock, 12 Jan. 2011. Web. 20 May 2011. <http://www.webdesignshock.com/review/design-trends-for-2011/>.
[18] Heller, Steve, and Louise, Fili. Typology: Type Design from the Victorian Era to the Digital Age. *Google Books*. Chronicle Books, 1999. Web. 20 May 2011. http://books.google.com/books?hl=en.
[19] Odling-Smee, Anne. The New Handmade Graphics: Beyond Digital Design. *Google Books*. Rotovision, 2002. Web. 20 May 2011. <http://books.google.com/books?hl=en>.

seventeen students enrolled in GrC 320, Quality Management in Graphic Communications during the Summer 2011 term at California Polytechnic State University.

This survey focused on the " 10 Characteristics of Logos that Endure" from Cosmic Design Group's study of criteria to judge a good design on[20] Cosmic Design Group illustrated ways to tell if a logo will endure by selecting characteristics of enduring logos. This was the foundation of the survey. The reason this set of criteria was selected was that Cosmic Design Group is a leader in the industry, specifically in the design sector.

The way I quantified these surveys entailed creating a graph that charts colors, design elements, and overall look and feel. Using quantitative data and analysis, I expressed results numerically and drew conclusions based on these quantifiers.

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[20] Cosmic Design Group. "10 Characteristics of Logos that Endure". 2011. Web. 8 August 2011. <http://cosmicdesigngroup.com/2010/06/10-characteristics-of-logos-that-endure/>.

Chapter 4

In compiling data, the first task was to create different charts for the survey group to complete. These charts consisted of a total of ten Fortune 100 company logos, and ten Cosmic Design Group's criteria that a focus group of GrC students evaluated. (See Survey, page 18) These students were all enrolled in GrC 320, Quality Management in Graphic Communications during the Summer 2011 term. These students were selected because of the nature of the course focusing on evaluating quality in the field. On a scale of one to ten, these students rated these logos:

Pfizer
Kraft
Time Warner
Chrysler
Walmart
Chevron
Delta
Sprint
HP
FedEx

with the criteria listed on page 19. These companies were selected as the top Fortune 100 companies from various sectors of industry that have recently redesigned their logo.

The data compiled reflects the success of each logo design in each of the ten criterion as assessed by the selected group. (See Survey Results, page 19) In

taking the mean of each response, the FedEx logo was perceived as very *relevant, versatile, distinctive*, and *conceptual, cohesive, attractive, memorable, enduring* and *legible*. This means that it scored, on average, eight or higher on the rating scale. Out of ten criteria, it scored high in nine areas. The only criterion it scored average in was *sophistication*, of which it received a mean score of seven, just below the limit to make it very good.

The HP logo scored high in *versatility, distinctiveness, cohesiveness, attractiveness, endurance, sophistication, conceptuality, memorable, and legibility*. This means it scored high in nine out of ten criteria. Pfizer scored very high in *versatility, cohesiveness, endurance, and legibility*. Unfortunately, Pfizer scored very low (five or lower) in *distinctive* and *conceptuality*. The Chevron logo scored high in *versatility, distinctiveness, sophistication, conceptuality, cohesiveness, attractiveness, memorable,* and *legibility*.

The Delta logo scored high in *versatility, distinctiveness, sophistication, conceptuality, cohesiveness, endurance* and *legibility*. The Sprint logo scored high in *versatility, cohesiveness, attractiveness, endurance, memorable* and *legibility*. The Kraft logo scored low on *distinctiveness, endurance* and *conceptuality*. The only area it scored high on was *legibility*. The Time Warner logo scored low on *attractiveness, conceptuality* and *distinctiveness* and high on *legibility.* The Wal-Mart logo scored high in *versatility, memorable,*

endurance and *legibility*. Lastly, the Chrysler logo scored high on *sophistication* and *legibility*.

Chapter 5

After compiling all of the data, conclusive results are derived. These are based on student responses, and reflect the opinion of those in the GrC-320 course during the Summer 2011 term in the Graphic Communication major at California Polytechnic State University, SLO. The conclusions of my survey are analyzed in the paragraphs below.

It seems that nine of these criterion are nothing without the tenth, *conceptuality.* Looking at the results of this survey, the FedEx logo is certainly the best design. (See Figure 7, page 17) It nearly fits all ten criteria very well. This shows that it will endure for a long while. In looking at the design, it is obvious why it scores so high. Most noticeably, perhaps, is its *conceptuality* and *relevance*. The hidden arrow in the logo implies motion and speed. The creator of the concept, Lindon Leader, expresses on the website www.leadercreative.com, that most FedEx customers were unaware of their "global scope and full-service capabilities". The hidden arrow "conveys the dynamic attributes that maintains FedEx leadership". [21]

[21] Leader Creative. "Fedex." *Leader Creative.* 2011. Web. 1, August 2011. http://www.leadercreative.com/work/fedex.

This idea of concept-driven design seems to be why the FedEx logo is so successful. As mentioned previously, Designzzz.com shows that *conceptuality* has a direct influence on the strength of the design.[22] The FedEx logo ranks among the top in conceptual logos, like in the Triphp blog.[23] Leader shows that his success in concept, which seems to separate mediocre logos from the best ones. A simple shape like an arrow can bolster a company brand, delivering the message of speed and motion.

Other trends seen in high-scoring Fortune 100 logos is *legibility* and *versatility.* These two criteria seem to be a must in any logo. For example, HP showed high *legibility* (easy to read and distinguish letters), and *versatility* (able to be reproduced on small and large surfaces). The low-scoring instances were usually in the areas of *conceptuality* and *distinctiveness*. Pfizer, Kraft and Time Warner Cable each scored quite low in these areas, which seem to have a relationship with one another. (See Figures 2, 3, 4, page 17) When a logo doesn't have a clear concept (like the FedEx hidden arrow), it seems to suffer in distinctive qualities, and in some cases, *attractiveness*. Specifically, Time Warner Cable scored very low in these areas, along with its attractive quality. This seems to conclude that *attractiveness* plays a large part in *distinction* and *conceptuality* of the logo.

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[22] Designzzz.com. "Most Impressive Collection of Conceptual Logos." Designzzz.com. 6 August 2011. Web. 2011. <http://www.designzzz.com/impressive-collection-conceptual-logos/>.
[23] Triphp. "10 of the Best Conceptual Logo Design." Triphp. 6 August 2011. Web. 19 July 2010. <http://blog.triphp.com/design/10-of-the-best-conceptual-logo-designs.html>.

Fortune 100 logos (specifically FedEx and HP), having undergone rigorous attention and review, have withstood the opinions of such experts as Graphic Communication students. Using these logos as models for design, the industry can be closer to providing brands with graphics that endure.

Figures

Figure 1

Figure 2

Figure 3

Figure 4

Figure 5

Figure 6

Figure 7

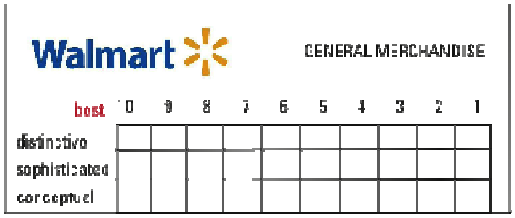
Figure 8

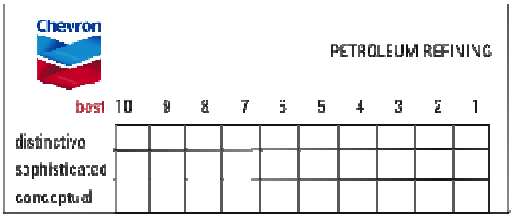
Figure 9

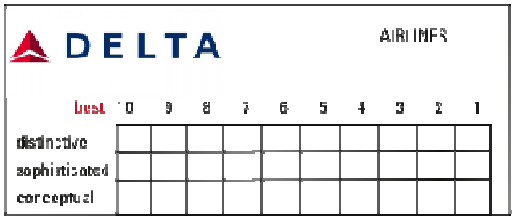
Figure 10

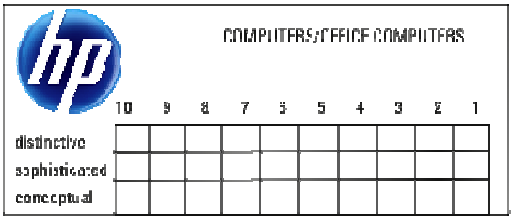
Survey

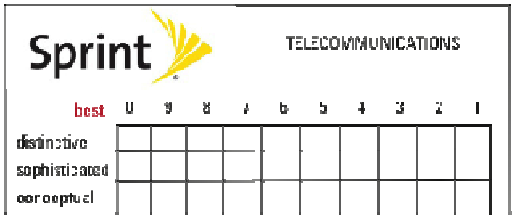
Page 1

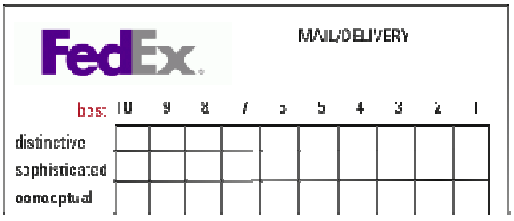












Criteria

distinctive	Characteristic of one person or thing, and so serving to distinguish it from others. One of the main purposes of a logo is to differentiate a brand from its competitors and the market.
sophisticated	Developed to a high degree of complexity, or subtle. Brands strive for a certain level of sophistication in our designs. A design can be playful and friendly and still be sophisticated. It's actually more accurate to use the term "intentional" or "thoughtful" than sophisticated. Either way, the point is that a good logo has a certain level of design integrity. A good logo also shows restraint in the design – it's better to stick to the essential visual information than to incorporate multiple motifs or concepts into a single logo.
conceptual	A good logo always has a thought-out concept that is in some way relevant to the core philosophy of the individual or company that it represents. The concept is usually directly tied to one or more visual elements that make the logo distinctive. Most of the time a good logo leaves you with one characteristic that you can remember it by, which is essential for brand recognition.
relevant	Closely connected or appropriate to the matter at hand. Is the logo's imagery, style, and look consistent with the brand's core? Does it effectively convey the industry, product, or service of the client? If a logo isn't relevant, it can provoke false assumptions upon initial viewing and compromise the consistency of the brand.
versatile	Able to adapt or be adapted to many different functions or activities. "Whether a logo is applied to a sixty-foot-high oil tank or a ballpoint pen, it should read well." A logo is likely to be reproduced on a number of different applications and mediums. From print business cards and stationary to wood, metal, plastic or vinyl cut signs and web, TV, and digital media, a good logo should be easily reproducible in a variety of different circumstances. If you start by designing your logo in black and white, this is usually an easy task to accomplish.
cohesive	Forming a united whole. Logos should be visually balanced and cohesive by nature. Sometimes a sense of unbalance or momentum is desirable in a logo, but a good designer always strives for a sense of completeness and integrity in the design.
attractive	Pleasing or appealing to the senses. Although it can be difficult to quantify what makes a logo attractive, it should always be the goal to make the logo attractive to the largest number of viewers possible.

legible	Clear enough to read. It can be tempting to use obscure typefaces in logo design to add visual interest and make the logo unique. But if the logo isn't legible, it's destined to confuse or even irritate the viewer. As with many of these concepts, a good designer must find an artistic balance between legibility and creativity. Keep in mind that some of the best logos are the most readable and simplistic in their design
memorable	Easy to remember. One of the most important goals for any logo design is to create a mark that is memorable. If your logo leaves a lasting impression on its viewers, it is more likely that he or she will remember your client's company. It is also important that a logo is memorable in order to create brand recognition – often the viewer will only be presented with your logo for a split second on a passing bus or at the end of a commercial.
enduring	Lasting. The most important goal (and subsequently the most difficult goal to achieve) is to create a logo that can stand the test of time. Unlike print materials and even a website, a logo design should last for decades.

Survey Results

relevant

													Totals	Averages
pfizer	5	4	6	9	8	6	2	7	7	9	7	3	**73**	6
kraft	6	6	7	7	3	8	3	10	9	7	7	8	**81**	7
time warner	7	8	5	10	4	9	1	9	10	7	4	6	**80**	7
chrysler	6	7	7	6	6	8	6	10	8	10	7	8	**89**	7
walmart	5	3	8	6	6	9	4	6	8	9	7	5	**76**	6
chevron	5	5	8	6	10	7	5	10	8	10	7	7	**88**	7
delta	7	4	7	7	7	8	7	10	9	9	6	7	**88**	7
sprint	7	5	6	6	8	6	6	9	9	8	6	9	**85**	7
hp	7	5	8	5	7	8	6	7	9	10	5	7	**84**	7
fedex	8	5	7	5	10	7	6	10	9	9	9	6	**91**	**8**

veratile

pfizer	8	3	6	9	10	7	8	10	9	8	10	7	**95**	**8**
kraft	5	6	9	8	9	7	4	7	3	6	7	7	**78**	7
time warner	5	4	3	7	9	7	5	8	7	7	9	6	**77**	6
chrysler	2	5	7	9	10	6	6	7	4	6	7	6	**75**	6
walmart	9	6	9	10	10	6	8	10	5	8	10	9	**100**	**8**
chevron	8	5	6	10	10	8	8	8	10	7	8	9	**97**	**8**
delta	9	7	8	9	10	8	8	10	10	8	10	8	**105**	**9**
sprint	9	8	8	9	10	6	7	9	9	8	10	7	**100**	**8**
hp	9	8	7	10	10	10	9	10	9	8	10	7	**107**	**9**
fedex	10	5	10	10	10	10	9	10	10	7	9	8	**108**	**9**

distinctive

pfizer	5	6	5	5	6	6	2	2	6	5	5	7	**60**	**5**
kraft	4	6	5	3	5	5	8	1	5	5	7	8	**62**	**5**
time warner	1	8	5	3	8	5	5	8	1	5	6	7	**62**	**5**
chrysler	6	7	10	3	8	9	8	5	8	4	8	10	**86**	7
walmart	6	9	5	3	7	7	5	8	6	3	8	10	**77**	6
chevron	9	8	5	7	9	7	6	9	10	8	10	9	**97**	**8**
delta	10	7	8	6	9	9	5	7	7	6	7	9	**90**	**8**
sprint	4	8	7	5	6	8	7	8	9	7	6	10	**85**	7
hp	5	6	7	7	8	7	6	9	10	9	9	10	**93**	**8**
fedex	10	7	7	6	8	9	5	5	10	10	9	10	**96**	**8**

sophisticated

													Totals	Averages
pfizer	7	5	6	2	3	6	6	5	8	5	10	6	**69**	6
kraft	8	4	5	2	9	5	6	2	9	6	6	5	**67**	6
time warner	7	5	4	7	6	6	6	4	8	3	7	7	**70**	6
chrysler	9	5	8	8	8	8	7	4	10	8	8	7	**90**	**8**
walmart	6	4	5	2	4	7	6	6	6	9	8	5	**68**	6
chevron	7	6	8	7	7	9	8	8	10	9	10	8	**97**	**8**
delta	9	5	7	4	5	9	9	9	8	7	10	8	**90**	**8**
sprint	8	7	7	7	6	7	7	7	9	8	8	7	**88**	7
hp	7	6	8	6	7	6	9	8	9	9	10	9	**94**	**8**
fedex	7	8	7	4	3	8	8	8	7	5	9	8	**82**	7

conceptual

pfizer	5	6	5	7	5	5	6	2	2	6	6	5	**60**	**5**
kraft	5	6	4	8	7	5	5	1	8	5	5	3	**62**	**5**
time warner	5	8	1	7	6	5	1	8	5	5	8	3	**62**	**5**
chrysler	10	7	6	10	8	4	8	5	8	9	8	3	**86**	7
walmart	5	9	6	9	8	3	6	8	5	7	7	3	**76**	6
chevron	5	8	9	10	10	8	10	9	6	9	9	7	**100**	**8**
delta	8	7	10	9	7	6	7	7	5	9	9	6	**90**	**8**
sprint	7	8	4	10	6	7	9	8	7	8	6	5	**85**	7
hp	7	6	5	10	9	9	10	9	6	7	8	7	**93**	**8**
fedex	7	7	10	10	9	10	10	5	5	9	8	6	**96**	**8**

cohesive

pfizer	8	9	8	8	8	10	10	10	6	9	10	10	**106**	**9**
kraft	2	8	6	7	6	8	8	9	8	4	6	4	**76**	6
time warner	7	3	4	7	6	9	8	8	6	3	8	8	**77**	6
chrysler	4	8	9	6	7	8	10	9	7	2	7	7	**84**	7
walmart	3	4	7	7	9	9	9	8	8	9	7	8	**88**	7
chevron	9	6	9	8	9	10	10	10	7	9	9	8	**104**	**9**
delta	5	6	9	6	7	10	8	9	7	8	7	9	**91**	**8**
sprint	7	6	9	6	9	9	8	9	9	8	8	8	**96**	**8**
hp	9	10	9	8	10	10	9	10	8	10	10	9	**112**	**9**
fedex	8	8	8	10	9	10	9	10	8	10	8	9	**107**	**9**

attractive

pfizer	7	7	9	3	8	8	9	6	6	7	9	4	**83**	7
time warner	3	9	1	7	9	7	8	1	5	5	4	2	**61**	**5**
kraft	6	7	6	9	10	9	5	3	8	8	6	2	**79**	7
chrysler	6	7	1	6	10	10	6	5	7	6	2	2	**68**	6
walmart	9	8	8	5	6	9	7	8	7	8	5	5	**85**	7
chevron	9	9	9	5	10	10	8	9	9	8	9	8	**103**	**9**
delta	9	7	8	4	7	10	8	7	7	6	6	4	**83**	7
hp	8	8	9	4	10	9	9	9	8	6	10	8	**98**	**8**
sprint	8	7	8	8	9	8	9	10	7	8	6	6	**94**	**8**
fedex	9	7	10	5	9	9	9	9	7	5	8	5	**92**	**8**

legible

													Totals	Figures
pfizer	8	9	10	10	10	9	9	8	8	9	10	8	**108**	**9**
time warner	8	8	10	10	10	10	10	8	8	8	10	9	**109**	**9**
kraft	7	9	5	10	9	9	6	8	8	9	10	8	**98**	**8**
chrysler	7	6	3	8	9	10	8	7	7	10	8	9	**92**	**8**
walmart	10	9	10	10	10	10	10	10	10	10	10	10	**119**	**10**
chevron	9	7	9	9	10	10	10	9	10	10	10	8	**111**	**9**
delta	10	10	10	10	10	10	10	10	9	10	10	10	**119**	**10**
hp	8	10	10	9	10	10	10	9	9	9	8	10	**112**	**9**
sprint	9	9	10	10	10	10	10	10	10	10	10	10	**118**	**10**
fedex	9	10	9	10	10	10	10	10	10	10	10	10	**118**	**10**

memorable

pfizer	7	3	6	8	6	1	9	9	9	7	6	9	**80**	7
time warner	3	7	6	3	7	6	7	9	2	7	5	8	**70**	6
kraft	4	3	4	3	7	5	8	8	5	10	7	5	**69**	6
chrysler	7	7	6	2	9	5	9	10	9	9	7	7	**87**	7
walmart	9	6	7	6	7	5	10	8	9	9	9	9	**94**	**8**
chevron	10	9	9	10	8	9	10	10	8	10	9	10	**112**	**9**
delta	8	6	9	6	6	5	9	9	6	9	7	8	**88**	7
hp	10	8	9	9	8	4	10	10	10	8	10	10	**106**	**9**
sprint	9	8	8	7	8	9	9	8	9	8	7	10	**100**	**8**
fedex	10	9	9	10	7	7	10	10	10	10	10	10	**112**	**9**

enduring

pfizer	6	4	7	9	6	5	10	10	8	10	6	10	**91**	**8**
time warner	3	6	6	1	8	6	7	10	3	7	4	9	**70**	6
kraft	3	3	1	4	7	7	8	9	3	10	6	4	**65**	**5**
chrysler	8	6	6	1	8	4	10	10	8	8	7	6	**82**	7
walmart	8	4	6	7	8	7	9	9	6	10	8	9	**91**	**8**
chevron	10	9	9	10	10	9	10	10	9	10	8	10	**114**	**10**
delta	8	5	9	8	8	7	9	10	6	8	8	9	**95**	**8**
hp	10	7	5	10	9	6	10	9	9	6	7	10	**98**	**8**
sprint	8	8	7	8	8	9	8	9	7	5	6	10	**93**	**8**
fedex	10	8	10	10	8	6	10	10	8	10	8	10	**108**	**9**

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