



Parliament



OFFICIAL FIELD GUIDE TO NEW ENGAGEMENTS



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BASICS

You believe in your business. You're convinced it has untapped potential. You feel that its best days are ahead. And, you know it's at a critical inflection point.

Every company evolves, but what you're experiencing is seismic. The decisions you make now will affect every part of your business for years to come. The stakes are high—perhaps existential. It's crucially important that you chart the right path forward.

You've been working on a plan for months. Nobody knows your business like you do—it shouldn't be so difficult. Yet, it is. You've made progress in bits and pieces. Still, you're wrestling with uncertainty and ambiguity. Time is of the essence, but you're stuck in a holding pattern, unsure how to proceed.

We understand the stress that inflection points put on people and businesses, and we know how to guide teams toward consensus, clarity, and confidence.

We guide companies through defining moments of change.

We call these moments “critical inflection points.” You might be experiencing one inflection point, or it could be several. Perhaps you’re preparing for a big change on the horizon. Maybe it’s breathing down your neck. Whatever the case, navigating an inflection point will bring you face-to-face with a host of challenges you likely haven’t dealt with before.

That’s when Parliament can help. We have faced those challenges. Many times, in fact, because that’s what we do. It can be messy. Sometimes it feels more like therapy than strategy. That’s okay—we can deliver clarity and the brand you’ve always wanted.

Together, we’ll optimize the great things about your business, imagine new possibilities, create internal alignment, transform your brand, and empower your team to move forward with clarity and intention. Through it all, we’ll be right there with you, guiding you through our proven process.

01

FOUNDATIONAL FRAMEWORKS

We’ll work with your founders, owners, CEO, and executive leadership teams to define and align on a distinctive purpose, vision, and positioning framework that will serve as a Northstar for your entire business.

Related services

- Alignment
- Positioning
- Brand architecture

02

BRAND SYSTEMS

We’ll work with your brand/marketing leadership team to create or evolve your visual identity and messaging platform. Throughout the process, we’ll ensure that creative direction and decision-making map to your foundational frameworks.

Related services

- Naming
- Identity
- Messaging
- Standards

03

CREATIVE SERVICES

With brand systems in place, we’ll work with your marketing team to prioritize and tackle executional creative. For existing clients, we’re happy to work within retainer or project-to-project models.

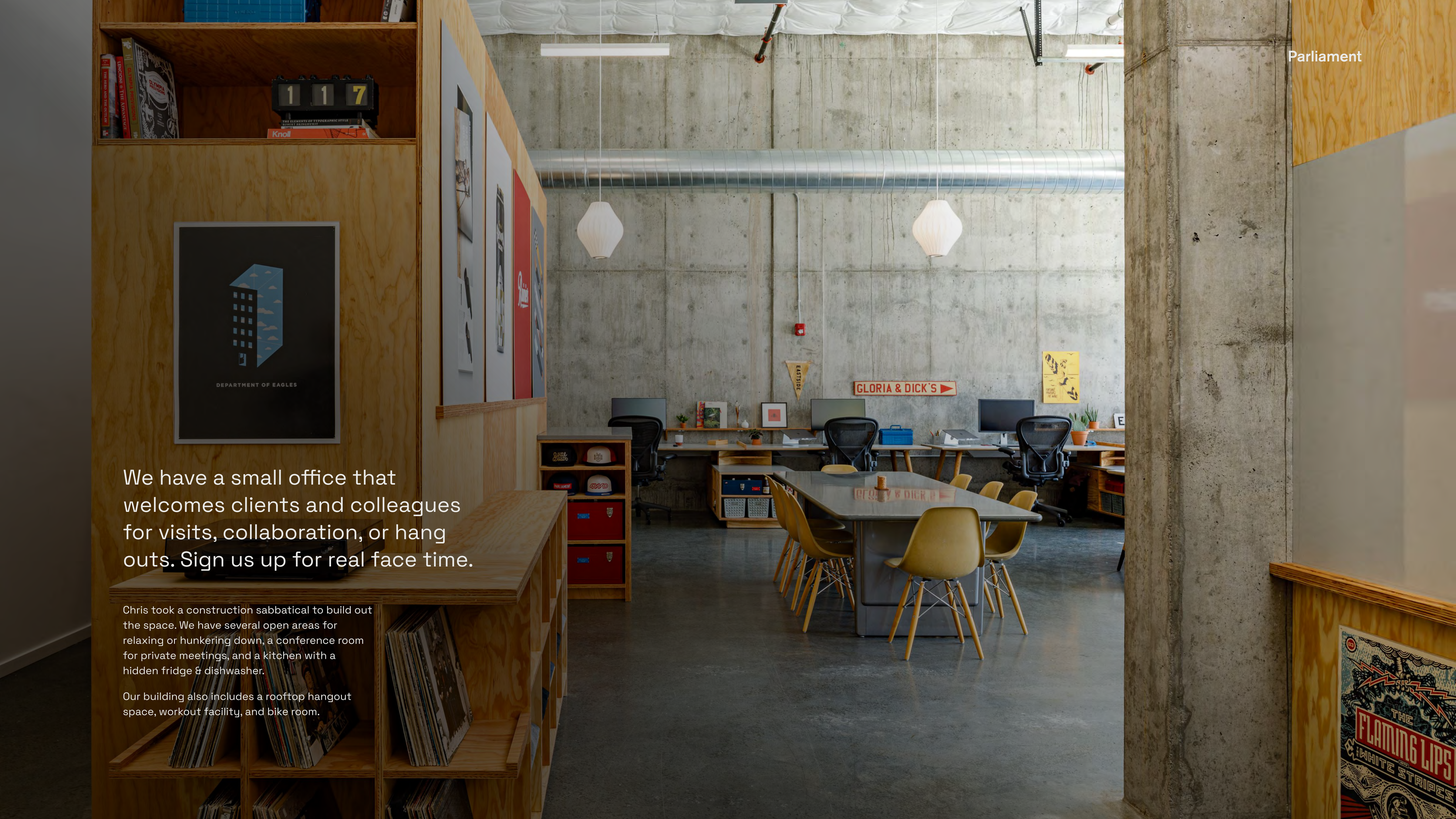
Related services

- Campaigns
- Design
- Copywriting
- Photography
- Motion
- Illustration

We have a small office that welcomes clients and colleagues for visits, collaboration, or hang outs. Sign us up for real face time.

Chris took a construction sabbatical to build out the space. We have several open areas for relaxing or hunkering down, a conference room for private meetings, and a kitchen with a hidden fridge & dishwasher.

Our building also includes a rooftop hangout space, workout facility, and bike room.



Only a few of our clients make their way to Portland, but we would be happy to have you.

ADDRESS

Thanks to Portland’s creative address management, our single office has two addresses. We’re physically located on E Burnside, but mail should be sent to NE Grand.

Physical

425 E Burnside Street
Portland, OR 97214

Mailing

77 NE Grand Avenue, Suite B
Portland, OR 97232

PARKING

There is paid street parking available in the blocks around our office, which is managed through the [Parking Kitty](#) app. We’d be happy to pay for your parking via the app, just remember what zone you parked in.

VISITING PDX

Here’s a handful of rad accommodations near our office. That said, it doesn’t begin to scratch the surface of what Portland has to offer.

Walking distance

[Jupiter Hotel](#): two block East
[KEX Portland](#): one block North
[The Hoxton](#): just across the bridge

Not too far

[The Nines](#): downtown, 1.1m away
[Dossier](#): downtown, 1.1m away
[Woodlark Hotel](#): downtown, 1.2m away
[Ace Hotel](#): 1.3m away

FOOD

[Le Pigeon & Canard](#)
Portland fine dining / a few blocks away

[Hey Love](#)
Little bar with atmosphere / a few blocks away

[Nostrana](#)
Best Italian in Portland / 1mi away

[Shalom Y’all](#)
Israeli street food / 0.8mi away

[Produce Row Cafe](#)
Casual yet sophisticated / 0.5m

WORKING TOGETHER

When it comes to creativity and vision, everyone has an opinion—even the janitor. Clearly defining roles and responsibilities saves time, increases quality, and reduces tension.

YOUR TEAM

Project Manager

You'll need to identify the one person who will be responsible for your team's calendar, meeting attendance, and facilitation of feedback, tasks, and day-to-day communication.

Counsel

You'll likely want your legal team or lawyer to review and approve contracts. If naming is involved, you might also have a trademark lawyer to vet naming options and submit for trademark. If needed, we can make recommendations.

Approver

We recommend one or two approvers, often the CEO and the CMO/brand lead, to make hard decisions, break ties, and provide stamps of approval.

Stakeholders

The group involved from the beginning, who attend weekly meetings, provide input and feedback, and are invested in the outcome of the work.

OUR TEAM

Lead Strategist

Chris Erickson, our Founding Partner, will facilitate the kick-off and lead the foundational framework phase.

Creative Director, Brand

Calvin Ross Carl will be engaged during the alignment & positioning phases, and will then lead brand identity and design work.

Creative Director, Messaging

Nick Hughes will lead the development of your messaging platform and subsequent copywriting needs.

Project Manager

Aaron Noah will be your main point-of-contact throughout your engagements.

Creative support

Our full-time team of designers and writers will support your visual identity and brand extension engagements.

PARTNERS

Your partners

We are happy to work with your existing parters/vendors as needed.

Our partners

We can also bring in specialists based on your needs. Typical examples are photographers, videographers, and web developers.

Throughout our engagement, we’ll connect and share ideas using the following methods & tools.

POINT PERSON

Aaron Noah

While a host of Parliament folks will be a part of your engagement, Aaron Noah will be your primary point of communication throughout the project.

aaron@weareparliament.com
541 513 5839

WRITTEN

Email

We use email when formality and documentation are important, or when we need to copy folks who are not in Slack.

Slack

We use Slack for all internal communication. If you also use Slack, we can create a channel for shared communication if it is helpful. Most of the time, we’ve found it isn’t necessary.

VOICE & VIDEO

Zoom

Our preferred video conference service is Zoom. If you’re unable to use Zoom and prefer another tool, like Microsoft Teams, we’d be happy to accommodate. If that is the case, you’ll be responsible for hosting meetings.

Conference line

If Zoom is acting weird, we can use this conference line: 712 770 4010, PIN: 165566

Direct calls

When urgency, discretion, or tone-of-voice are important, call Chris or Aaron on their mobile phones. Texts are OK as well.

Office phone

Our office phone goes directly to VM. It is literally the worst way to contact us.

OTHER TOOLS

Google suite

We occasionally share Google spreadsheets and docs.

Slides.com

Our early presentations might be shared using slides.com. It is easy and straightforward—no need for logins or account creation.

Dropbox

Slack & email work for most file sharing scenarios, but we’ll use Dropbox for large items and final asset delivery.

Filestage

We use filestage to host PDFs.

In advance of our engagement, we’ll send you a questionnaire and a list of documentation requests. These are the types of things you’ll be expected to provide:

BACKGROUND INFO

Basics

We'll want a rundown of your company basics—founder(s) details, historical overview, revenue, number of employees, etc.

Goals

If they exist, we'll want your one, three, and five year goals for revenue, operations, staff, brand, products, etc, as well as the most significant opportunities.

Challenges

We'll want to understand your internal and external obstacles that have, or might, keep you from meeting your goals.

Urgency

We'll ask for the five most important things your business must do, right now, to ensure success.

Industry

Who are your competitors? What are your advantages? What are your shortcomings? What does the future hold for the industry? How are things changing or staying the same?

Relevance

Why should your business exist? Why should your customers—or anybody else—care?

ASSETS & DOCUMENTATION

Existing brand elements

For background and reference, it would be helpful to get your brand guidelines, logos, specs, etc.

Presentation decks

Please share key internal and external presentation decks.

Strategy documents

Same goes for existing or in-progress strategy documents.

Research & data

Informal or formal research and data about your business, market, customers, etc, is helpful as well.

READING LIST

You won't have any required reading but the following books align with our approach and can act as powerful references.

[The Advantage: Why Organizational Health Trumps Everything Else In Business](#)
Patrick Lencioni

[Traction: Get a Grip on Your Business](#)
Gene Wickman

[The Hero and the Outlaw: Building Extraordinary Brands Through the Power of Archetypes](#)
Margaret Mark

We typically kick off engagements with a full-day in-person workshop. Get plenty of rest and come prepared to contribute. All participants should be present in spirit and mind. Schedule accordingly and prepare to turn your devices off.

WHO AND WHERE

Team

We'll come with 2-3 strategic/creative leads. On your end, plan to include your CEO/lead and applicable leadership.

Facility

We'd be happy to host, but we prefer coming to you. It allows us to meet more of your team, tour your facilities, and generally become better acquainted with your business.

During the workshop, we'll need access to a large whiteboard or flip board, as well as a TV. Let us know if that isn't possible, and we'll plan accordingly.

WHAT TO EXPECT

Answers

This is the beginning of the process, not the end. When the workshop wraps up, we might have more questions than answers. That's normal and perfectly fine.

Candor

Honesty and open dialog are critical. Some topics will be addressed easily. Others won't. That's OK. Opposing viewpoints and disconnects are important to discuss. So are failures and shortcomings. Pull back the curtain and tell us what you really think.

Topics

Alignment and positioning will be the focus of the workshop. If you feel like you need to personally prepare, spend some time reflecting on big wins and epic failures, past staff who were good and bad fits, what you'd like the org to accomplish, and behavioral patterns that define the culture.

Don't spend time thinking about brands you admire, logos you like, or the Kool-Aid everyone drinks.

Keep in mind, as long as the right people are in the room, preparation beyond the previous page isn't necessary.

TYPICAL SCHEDULE

Day 0

7:00 pm 1-on-1 leadership drinks/dinner

Day 1

9:00 am Howdies and high fives
9:15 am Project scope & schedule review
9:30 am Start workshopping
12:00 pm Catered lunch while workshopping
1:00 pm Keep workshopping
3:00 pm Break
3:15 pm More workshopping
5:00 pm Break
6:00 pm Group dinner

We value weekly collaboration and in-progress check-ins. This is especially true during foundational engagements.

WEEKLY MEETINGS

After our kick-off, we'll schedule a standing weekly Zoom meeting. It will be ninety minutes to start, and reduce to sixty minutes as we progress. During these weekly meetings, we'll share progress, which will be a mix of fully fleshed-out and in-progress work meant to spark dialog, debate, and decisions.

These weekly meetings are critical to maintaining progress. Missed or re-scheduled meetings are the most common cause of extended timelines.

HOMEWORK

Throughout the foundational phase of our engagement, we might assign you homework that your team must complete and drive forward. Missing deadlines or calling it in on homework will extend your timeline and degrade the final result.

COMMITMENT

It's difficult to maintain momentum and continuity when team participation is inconsistent. So, we expect your stakeholders to be present, engaged, and ready for thoughtful conversation for every weekly meeting. If you suspect that somebody may not be able to participate in every meeting, you might want to re-evaluate whether they should be a part of the process.

ESTABLISHED RELATIONSHIPS

Our cadence is more flexible with ongoing, long-term relationships. In these situations, natural cadences emerge based on the work, flow, and business/human personalities.

Time. Is it even real? We don’t know, but timelines definitely are. Just ask your project manager.

SCHEDULES

“How long does it take?” Great question.

Foundational frameworks

We’ve seen initial engagements take anywhere from 5-22 weeks, but 12.6 weeks is the median.

Brand systems

The scope and depth of brand engagements varies widely, as do their reflective timelines. We’ve experienced anywhere from 8-27 weeks, with 11.6 weeks being the median.

Creative services

Timelines are completely dependent on the creative execution at hand.

PHASES

We begin relationships with a foundational engagement that typically starts with alignment and goes through positioning. Brand system work typically begins about two-thirds of the way through the foundational phase. Similarly, it isn’t uncommon for us to begin tackling specific creative executions about two-thirds of the way through the development of brand systems.

CONSIDERATIONS

Need it done quickly? We hear you. Here’s how to do it:

- 1. Ensure your whole team shows up to every meeting and fully engages. This is the best way to drive work forward.
- 2. Make decisions and commit to them. Hemming, hawing, and deferring feedback can add weeks or months to timelines.
- 3. Schedule meetings in advance—before calendars fill up.
- 4. Be aware of vacations, holidays, and breaks. Christmas break and July-August are timeline wreckers.

PAPERWORK

Before our first meeting, we ask that you sign a mutual NDA, so both sides can speak freely. We'll provide a copy during our initial communication, or you can [copy this one](#) and send the completed version to business@weareparliament.com. We're happy to sign your preferred NDA as well.



CONFIDENTIALITY AGREEMENT

This agreement ("Agreement") is made as of February 22, 2022, between Parliament, Inc. ("Agency"), with offices at 425 E Burnside Street, Portland, Oregon 97214, and Conelicker, LLC (the "Client"), with offices at 1234 Main Street, Jackson, DE 12345.

NOW, THEREFORE, for good and valuable consideration, the receipt of which is hereby acknowledged, the parties hereby agree as follows:

1. CONFIDENTIAL INFORMATION. For purposes of this Agreement, the term "Confidential Information" shall mean the following: Any information, ideas, materials, work in process, marketing, sales, pricing, supplier, client, or business information, or the like, whether in oral, written, electronic, digital or other form, that relates in any way to or is about Agency and/or any of client(s) (which term includes prospective client(s)) of Agency, that is learned by or disclosed to the Client in the course of the Client's dealings with Agency and/or its client(s).

Confidential Information does not include any part of the information which Client can prove by written documentary evidence: (a) is or has become publicly available in the context disclosed through no act or failure of Client; (b) was or is rightfully learned by Client from a source other than Agency, before being received from Agency; (c) became independently available to Client as a matter of right from a third party; or (d) must be disclosed by Client under compulsion of law, provided that Client shall first in any such circumstance immediately give written notice to Agency and allow Agency an opportunity to obtain a protective order prohibiting or restricting such disclosure of the Confidential Information.

Likewise, confidential Information does not include any part of the information which Agency can prove by written documentary evidence: (a) is or has become publicly available in the context disclosed through no act or failure of Agency; (b) was or is rightfully learned by Agency from a source other than Client, before being received from Client; (c) became independently available to Agency as a

Once we understand your challenges, we’ll create a one-page proposal within two business days. It will outline our suggested course of action, including fees and timeline. It won’t answer every question, nor will it be signable. It’s simply a tool to further the conversation and align on scope and budget.

Conelicker Brand

Conelicker | March 23, 2023
Proposal prepared for: Joan Smith | Conelicker
Proposal prepared by: Aaron Noah

425 E Burnside Street, Portland, OR 97214 | [weareparliament.com](#) | [aaron@weareparliament.com](#) | 503 954 1230

Intro

Joan,

Here is our proposal for developing a brand foundation for the Conelicker brand. If you’re interested, we’ve included links with more details on our process for a brand platform, messaging framework, and visual identity. Also, we developed two options to consider for a brand engagement.

Consider this a continuation our conversation last week. We’re available to answer questions or set up a follow-up call. Then, we would draft a signable SOW and MSA to make the project and working relationship official.

All the best,



Aaron Noah
Partner, Director of Accounts & Ops
[aaron@weareparliament.com](#)

Scope & investment

We estimate a schedule of 20+ weeks from kick-off for the full foundational brand work. Decisive and timely feedback, or lack thereof, is the factor that most impacts schedules.

Naming a brand or organization is the biggest wild card in a schedule, as it requires a legal knockout search. If the name ends up in the ICR sphere, maybe it won't. We've found it typically takes 4-8 weeks otherwise.

An in-person brand workshop is highly recommended to kick off the engagement. In our experience, foundational engagements like this are hugely benefitted by a face-to-face kick-off, especially when starting with alignment. Otherwise, weekly virtual meetings will suffice. Travel expenses are not included within this scope.



Brand foundation system

Brand platform

Alignment: organizations are healthy when decisions and behaviors align with their purpose, vision, and values. Anything is possible when everyone is pulling in the same direction.

- Purpose
- Niche
- Trajectory
- Detailed vision (financial, brand, ops, industry, culture, product)
- Value/behavioral matrix

Brand architecture: will straddle alignment and positioning.

Positioning: connects who you are (vision) with how people perceive you (identity, messaging, touch-points). It considers the competitive landscape and defines your audience: one part elevator pitch—one part brand vibes.

- Audiences
- Archetype
- Positioning statement
- Promise
- Attributes
- Visual character

Naming

- Naming & iteration. Our scope includes four naming iteration rounds that narrow from 20 to 12 to 6, and once we're down to 3, we recommend you pass through a knockout search.
- Parliament will perform a light online audit on naming options.
- You will be responsible for vetting the naming decision through a knockout search with your trademark attorney.

Once we’ve agreed on the proposal, scope, and budget, we’ll create two contracts—an MSA and an SOW. Depending on your policies, you may need to run them by your legal team.

Master Services Agreement

A Master Services Agreement (MSA) establishes a long-term relationship between both parties. It outlines the terms and conditions for the provision of services, including payment terms, confidentiality, intellectual property ownership, warranties, and limitations of liability. The MSA is important because it provides a framework for present and future transactions between both parties, streamlines the negotiation and contracting process, and minimizes the risk of disputes and misunderstandings. By establishing a clear understanding of the parties’ obligations and expectations, the MSA allows for greater efficiency and consistency in the delivery of services. The MSA is not project specific—it applies to all future engagements.

Statement of Work

A Statement of Work (SOW) outlines the scope, objectives, deliverables, and requirements of a specific engagement. It serves as a blueprint for project planning and execution, and establishes clear expectations and responsibilities for both parties. The SOW is important because it ensures that everyone involved in the project is on the same page, understands the project’s goals and requirements, and has a clear understanding of the project’s timeline and budget. It also helps to minimize misunderstandings and disputes, as the SOW serves as a contract that outlines the terms and conditions of the project.

	
Statement of Work	
Conelicker LLC Date: February 22, 2022 Agency: Parliament, Inc. Client Contact: Joan Smith Agency Contact: Aaron Noah	
This STATEMENT OF WORK (“SOW”) is effective as of February 22, 2022 and is between Parliament Incorporated (“Agency” or “us” and “we”) and Conelicker LLC. (“Client” or “you”). This SOW is subject to the Master Services Agreement between Client and Agency effective as of February 22, 2022 (the “Agreement”). Capitalized terms not defined in this SOW have the meanings given in the MSA.	
Project Description	
You’ve engaged us to assist with your brand positioning, updated brand identity/design system, and messaging framework.	
Services	
Included Work. Agency’s services and Deliverables include:	
Partial brand platform scope: Goal—alignment, guidance, and direction. A brand platform is your corporate GPS. It aligns company-wide behaviors, decisions, and processes (from the boardroom to the register) and guides your organization to the right destination.	
Positioning: Goal—define your market position. Positioning connects who you are (vision) with how people	

	
Master Services Agreement	
ER SERVICES AGREEMENT (herein “Agreement”) is effective as of February 22, 2022 (the “Effective Date”) and is between Parliament Incorporated, an Oregon corporation (“Agency”) and Conelicker LLC, an Oregon corporation (“Client”). Capitalized terms in this Agreement that are not defined herein shall have the meanings given in Section 13. This Agreement will commence as of the Effective Date and shall remain in effect until terminated in writing by either party. If an SOW is created, each SOW becomes part of this Agreement. If an SOW conflicts with this Agreement, the SOW shall control as to the work described in the SOW.	
nt of Work. Agency shall provide Client the Services and Deliverables described in the SOW. This Agreement, details the fees for such work, and is signed by the Client. If an SOW is created, each SOW becomes part of this Agreement. If an SOW conflicts with this Agreement, the SOW shall control as to the work described in the SOW.	
; Fees; Billing Disputes. Agency will submit invoices to Client for payments due under this Agreement. Payment is due within thirty (30) days after Client receives an invoice. Client must give Agency written notice describing the dispute in reasonable detail within thirty (30) days of the receipt of invoice. Services provided outside the scope of an SOW shall be billed at the Agency’s standard hourly rate.	

ACCOUNTING

Before our engagement begins, we'll want to connect with someone from your team who is responsible for accounts payable. They are often in the accounting department. We'll provide our W9, company information, and options for paying via direct deposit or check. Parliament's payment terms are Net 15.

Our foundational engagements typically begin with an in-person workshop. Travel expenses are not included in our proposals but will be included in the subsequent invoice. Travel expenses include airfare, modest hotel accommodations, and rental car or rideshare costs, if applicable.

Beyond that, non-proposed expenses are rare, and will only be billed if you've approved them in writing.

THX

Did we miss something? Reach out to
aaron@weareparliament.com with additional questions.