

Basic

# LAYOUT

CONCEPTS

# KEEPING VITAL INFORMATION AVAILABLE

By Cheryl Salerno

**B**usiness continuity planning (BCP). In boardrooms across the country, senior executives have come to recognize the importance of establishing and documenting a sound contingency plan for their organizations. If you're among them, you may be wondering whether the strategies and technologies that currently safeguard your business applications are as robust as they should be.

It is a notion worth considering. Just as information technology (IT) has changed the way companies conduct business over the last decade, so has the concept of BCP evolved to meet the risks and challenges these changes invite. So why do some executives still make the mistake of leaving this vital initiative off the company agenda? For many, it is due to an antiquated idea of BCP as those strategies relevant only to "disaster recovery" — i.e., maintaining business operations in the face of some unforeseen tragedy that may or may not transpire: a hurricane, an extended power outage, a fire. But planning professionals know that this traditional idea of BCP no longer represents the true focus of the applications and strategies available to organizations today. In a marketplace driven by IT, "availability" is now the name of the game.

SunGard Availability Services, based in Wayne, PA, is a leading provider of Information Availability solutions, enabling more than 10,000 clients worldwide to maintain access to their business-critical information. Using technology, hardened facilities, networking, consulting and technical expertise — the result of nearly 25 years of industry leadership — SunGard

can plan, build and manage the solutions that keep people and information connected to an organization's mission-critical applications.

Not all information is created equal. Some applications require continuous uptime, while others can be unavailable for as many as 48 hours without negatively impacting the organization's bottom line. Identifying critical applications and establishing priorities can be a challenging and time-consuming process. SunGard assists businesses in their efforts by offering a complete continuum of solutions to address all needs, regardless of an organization's information requirements. The company's products and services embrace the entire spectrum of information availability, from managed hosting and networking services to high-availability solutions to disaster recovery services.

SunGard consultants spend more than 350,000 hours each year developing plans for clients in virtually every industry. As one of the world's largest business continuity and software development organizations, SunGard offers organizations real-world experience that addresses every need in the Information Availability continuum — from risk

assessment to technology recovery strategies to true information availability. Clients can choose to partner with SunGard to create an entire program or use their expert assistance to fill in the gaps. SunGard also offers a solid line of software applications that take the guesswork out of building information availability strategies. SunGard's software gives clients flexibility in matching their own business processes, as well as guidelines to see them through every facet of the planning process.

While SunGard continues to offer tried-and-true strategies aimed at recovery, the company focuses its services on providing clients continuous availability of services — a proactive rather than reactive approach to information availability. By giving organizations the tools and plans necessary to keep their mission-critical applications up and running, regardless of the situation, recovery becomes a moot point.

So when senior executives ponder the efficiency of their current BCP strategies, they would be wise to ask themselves, "What poses the greatest threat to my business?" Is it wind? Rain? Terrorism? The real answer lies in what all of these things might bring — that is, a loss of critical applications and the inability to conduct business. Keeping information available is what SunGard does best. With SunGard's products and services, executives will have one less issue to ponder in regard to business efficiency. ■

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**Grids are meant to be a starting point for designs,** they are not a limitation. You are meant to break these invisible guides. Grids provide continuity and unity to a page.

**A left-hand reading page.** Notice how the design broke out of the grid with the heading bleeding to the edge of the page. Notice also to attract attention the drop cap is a bold sans serif and the target hot spot has a background graphic highlighting the author's name.

## BIOTECHNOLOGY

## An eye for Eyetech.

were sold in Japan in 2002, according to JEITA.

Leading a pack dominated by heavyweights Sony, Kenwood, and Panasonic is Panasonic's Carrozzeria system—the least expensive and most popular of which retails in the aftermarket for about \$1,400. Drivers use a voice-recognition system to input their destination, and the system rectifies directions—an added bonus in those long hauls. A PC card slot connects it to an external DVD, PC, or digital camera, in case you want to photograph your destination and match it to an address—sort of how many Japanese users watch photos to cell phone numbers. The system can also take advantage of Japan's Vehicle Information and Communication System, a real-time traffic information system.

"I got lost" will soon be a passé excuse...at least in Japan. We're looking for a new ally. ■ —Ejovi Nuwera

**T**HIS YEAR MORE than a million people will watch—literally—as their central vision degrades. Many will go completely blind. But Eyetech Pharmaceuticals, founded in 2000 and based in New York, is working hard to avert this tragedy. Its new drug, Macugen, targets the 1.2 million elderly people in the United States alone who suffer from an eye disease called age-related macular degeneration (AMD).

The leading cause of vision loss in the elderly, AMD causes abnormal blood vessels to grow behind the retina, leaking blood and fluid over the area responsible for central vision. Current AMD treatment options, a drug called Visudyne or laser-cauterization of blood vessels, are ineffective and short-lived, says David Maris, an analyst with the investment bank Credit Suisse First Boston. But Macugen stops the leakage in old vessels and the growth of new vessels. The drug, which could also be used to treat blindness caused by diabetes, is now in the final stages of human trials. If everything goes according to plan (which almost never happens in biotech), the drug could be available in 2004.

Ophthalmology giant Alcon is likely to hit the

market with its own AMD drug about the same time. "It's a two-horse race," says Mr. Maris. The Texas company will be stiff competition for Eyetech, even though the startup has what many consider one of the strongest teams in ophthalmology.

To bolster its competitive advantage, Eyetech last year announced a deal with Pfizer to jointly develop and market Macugen. Pfizer agreed to pay \$100 million up front, and up to \$645 million more if certain milestones are met. This is one of the largest deals of its kind ever between a private biotech firm and a large pharmaceutical company. Eyetech had previously raised a \$108.5 million third round of funding led by JPMorgan Partners in 2003.

The company could grab half of the billion-dollar AMD treatment market, analysts say. And a \$500 million drug is huge, even for a large pharmaceutical company. "Our mission is to become a leading ophthalmology company," says Eyetech's CEO, David Guyer. To do this, Eyetech will compete with others besides Alcon: Genentech has an AMD drug in clinical trials, and other startups are working on the next generation of treatments. But an initial success would open other avenues of growth, says Mr. Maris. "Eyetech could be another Genentech. The key is to get that first success." ■ —Eric W. Pfeiffer

Top illustration by Ivory Corporation

## WORKS PROGRESS

Japanese entrepreneurs are as rare as sushi: less than 2 percent of that country's labor force is working on a young company. But entrepreneurs are getting harder to find all around the world anyway: global entrepreneurial activity for all countries surveyed, as measured in the Global Entrepreneurship Monitor study, fell 25 percent between 2001 and 2002—a significant drop in light of the fact that it grew by 1 percent between 2000 and 2001.

Among the almost 10,000 new businesses examined, about one in ten are identified as based on a technology that was unavailable the year prior. These are all "high potential" businesses that expect to employ 20 or more people in the next five years and anticipate exporting products or services.

The study also correlates high-potential entrepreneurial endeavors to factors like access to angel investors, market openness, national computing and telecommunications infrastructure, and strong intellectual property regulation. In less-developed areas, however, such activity is driven mainly by the lack of other types of work. ■ —Stacy Lawrence

## The brave new economies

Percent of labor force starting a business or developing one that is less than 42 months old.



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**A left-hand reading page.** Notice how the design broke out of the grid with the graphic and the illustration credit placed in the gutter. Notice also the two drop caps are distinct from each other to distinguish between two distinct articles.

**Grids are the basis for consistent design.**

# 11 DESIGN STRATEGIES

01. Use contrasting typefaces and sizes.
02. Surround headlines with plenty of white space; bleed headlines off edge of page.
03. Use a variety of typefaces and sizes.
04. Use multi-column grids; utilize unequal column widths.
05. Use a variety of colors.
06. Add generous white space to margins.
07. Add rule lines and borders; caution do not over-use this feature.
08. Use sidebars and pull-quotes to attract viewers' eyes and break up lengthy body copy.
09. Utilize grouping strategies; organize the page.
10. Use exaggerated, decorative, or contrasting drop caps. Exaggerate leading, kerning, tracking for headlines and introductory paragraphs.
11. Insert a controlling visual element.
12. Use typographical designs for headings, subheads, sidebars.
13. Use a variety of colors.
14. Provide additional graphics; utilize icons, graphics, interesting symbols.

**BOYCOTT  
BAD DESIGN**

**HOW TO AVOID TELLTALE GRAY**

*Contrasting typefaces and type sizes add visual variety and help readers isolate different parts of your message.*

The quick brown fox jumped over the lazy dog. The quick brown fox jumped over the lazy dog. When in the course of human events, becoming necessary, it becomes necessary to do it right. With grace and ease.

The tools of new organization and emphasis can be profitably used to add impact to all of your print communications, regardless whether they're advertisements, brochures, catalogs, newsletters or technical training materials on how to drive a Boeing 747.

A quick brown fox jumped over the lazy dog. Which wouldn't have happened if the lazy dog hadn't been sleeping. But, that's what defines a sleeping dog!

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**1 | Use contrasting typefaces and sizes.**

# 5 STEP DESIGN PROCESS

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## 01. Define the Problem

- know your (client's) product
- know your (client's) target audience
- know what your (client's) competition is doing
- define the real issue at hand

*(what your client wants is not the problem)*

## 02. Research Options

- **collect ideas, solutions, examples, information**
- **keep a notebook of ideas on any outside interests**  
(acid jazz, Delta Blues, Beat poetry, political awareness, etc.)
- utilize word searches from web pages / search engines
- utilize cultural, historical references
- utilize design periodicals, books
- utilize ideas in design annuals / contests / books
- reference books in library

## 03. Ideation (the process of forming ideas or images)

- identify competition's solutions to same issue
- consider alternative concepts
- do not judge your ideas, create ideas; brain storm
- **create numerous thumbnails and rough sketches**
- select the best **possibility**

**BOYCOTT  
BAD DESIGN**

## 04. Refinement

- from your best possibility develop:
  - 20+ type experiments
  - 20+ image experiments
  - 20+ color experiments
  - 20+ layout experiments
- track / catalog ideas in your notebook
- select the best variations

## 05. Production

- scan images 300dpi or greater
- utilize .eps files for graphics / logos
- convert all colors to correct color system
- run a proof for client / management to sign

# MIDTERM REVIEW

## Week 1: Visual Hierarchy in Graphic Design

**01. Motion formulas vary** but often they are based on a basic letterform.

The patterns developed are suggestive movements within a given ad, The target “hot spot” for viewers’ attention is the upper right hand corner.

**02. Visual hierarchy** is the arrangement of elements on a page layout from most importance to least importance. The placements of the elements tend to follow a pattern of motion.

**03. When creating any form of graphic materials**, from business cards to billboards, quarter page ads to magazine covers, the designer needs to:

- establish a sense of hierarchy with the elements of the page
- establish a sense of internal motion between the hierarchy of elements

## Week 2: Basic Layout Concepts & Typographical Hierarchy

**01. Design is based on a set of rules and strict principles.** When used properly these guidelines help control the viewer’s attention on your work.

**02. Four Basic Design Principles:**

Balance  
Contrast  
Value / Color  
Unity

**03. Four Basic Design Elements:**

Line: controls elements, organizes dimensions  
Texture: creates mood; physical paper/printed text  
Shape: creates motion, organizes elements  
Type: creates mood, displays shape, adds energy

**04. Type Hierarchy Guidelines:**

- alignment places critical emphasis on a design or headline
- bolder, larger text helps control viewer’s eye
- individual letterforms can be generated at larger sizes or can be a unique font itself
- it is preferred for you to utilize recognizable fonts
- aligned type creates a shape
- text that is centered has a weak shape
- uppercase letters are harder to read, slowing reading speed; never use capitals in long pieces of copy
- experiment with kerning; kerned type has a more defined shape
- control leading, tighter leading adds emphasis
- DO NOT STACK TYPE
- do not mix more than two or three typefaces together
- use one typeface family in various weights
- do not mix serifs with serifs; do not mix sans-serif with sans-serif

## Week 3: Basic Grid Theory

**01. Grids establish unity** and order to the layout of the page.

**02. The anatomy of a grid** consists of margins, flowlines (guidelines), markers, columns, modules (cells).

**03. Four Basic Grids:**

manuscript (small ad / book): simplest form  
column (newspaper / magazine / brochure): most frequently used  
modular (various): complex projects that require strict uniformity  
hierarchical (web / corporate reports / package design) intuitive alignments

**04. Grouping typographical elements** establishes further order to a page. Groups should be associated with the grid pattern chosen.

**05. In body copy, subheads establish** visual interest & control hierarchy.

**07. Page and ad type hierarchies** are constructed in an inverted pyramid.

# MIDTERM REVIEW

## Week 4: Basic Layout Concepts

**01. Grids are meant to be a starting point for designs,** they are not a limitation. You are meant to break these invisible guides.

### 02. Eleven Design Strategies

- Use contrasting typefaces and sizes.
- Surround headlines with plenty of white space; bleed headlines off edge of page.
- Use multi-column grids; utilize unequal column widths.
- Add generous white space to margins.
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- Insert a controlling visual element.
- Use typographical designs for headings, subheads, sidebars.
- Provide additional graphics; utilize icons, graphics, interesting symbols.

### 03. Five Step Design Process:

- > Define the Problem
  - know product, audience, competition, real issue
- > Research Options
  - collect ideas
  - utilize: word searches, cultural, / historical references, library
- > Ideation (the process of forming ideas or images)
  - identify competition's solutions
  - consider alternative concepts
  - do not judge, create
  - create numerous thumbnails
  - select the best *possibility*
- > Refine Possibility
- > Production of Final Concept