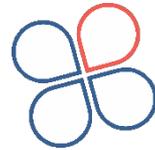


A large iceberg floats in a deep blue ocean under a clear sky. The visible tip of the iceberg is small and jagged, while the submerged portion is much larger and more complex in shape, illustrating the concept of hidden potential or innovation.

BUILDING INNOVATIVE BRANDS



welcome to day 3!

Goldie Blox Commercial



<https://www.youtube.com/watch?v=M0NoOtaFrEs>

Syllabus

DATE	TALK	INNOVATOR	LAB	DUE
JAN 25	dive in! get acquainted with the course & one another.	us	d.thinking reinventing the thank-you gift	team formation, book team meeting schedule
JAN 27	 start human-centered build brand inside out	Blue Bottle Bryan Meehan, Chairman	field work observing & interviewing stakeholders	gathering relevant project information and inspiration. work on brand audit
JAN 29	 create with purpose know thyself	Virgin America Luanne Calvert, CMO	inspiration board gallery generating ideas, bringing them to life	to share: bring inspiration board (photos, visuals and quotes from brand audit)
FEB 8	 invite participation co-create experiences; collaborate to create value	Uber Laura Jones, Product Marketing & Creative Strategy	storyboard sharing get feedback & hone your story	rough storyboard showcasing new experience
FEB 10	 spark stories create and invest in stories that build value as they grow	Salesforce John Zissimos, Chief Creative Officer	iterating evaluate & evolve your idea	beta of your final project
FEB 11	team presentations pitch your concept	you	celebrate graduation + wine reception	to share: final project

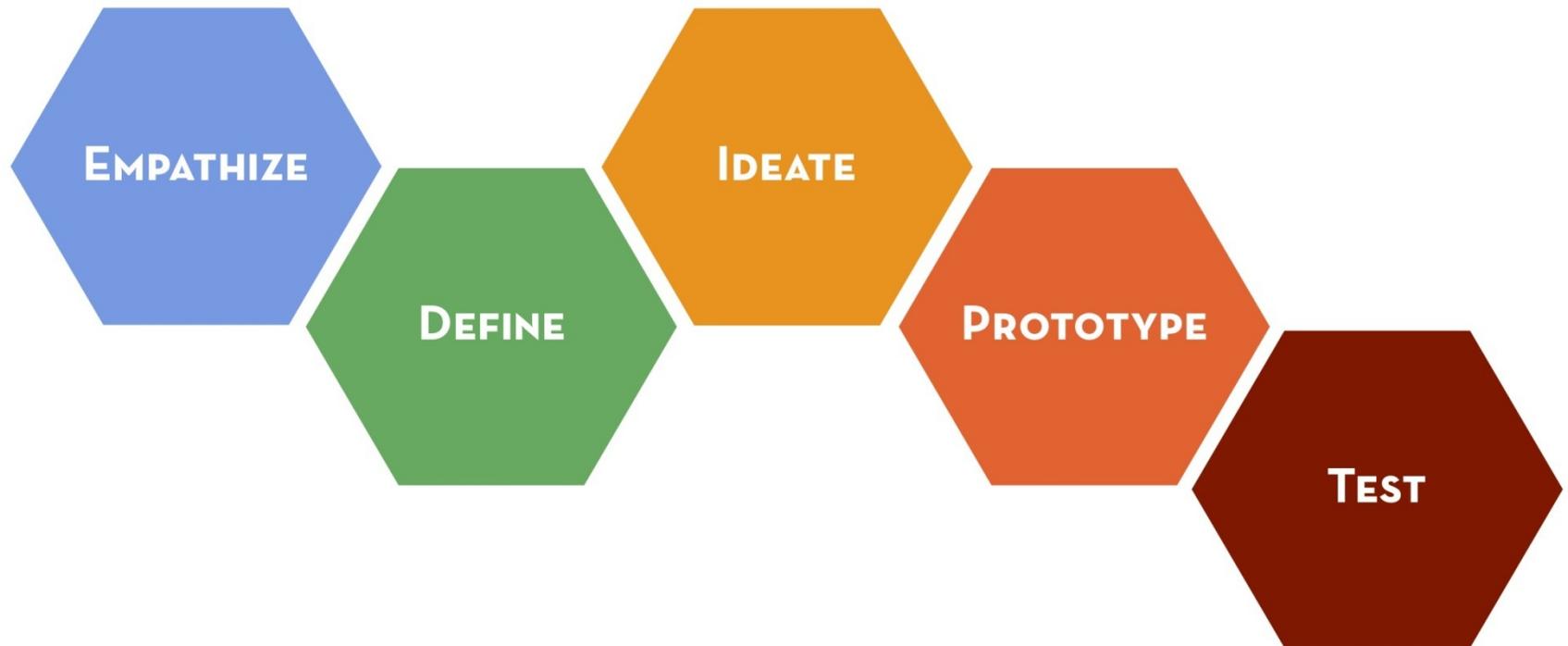
Day 3



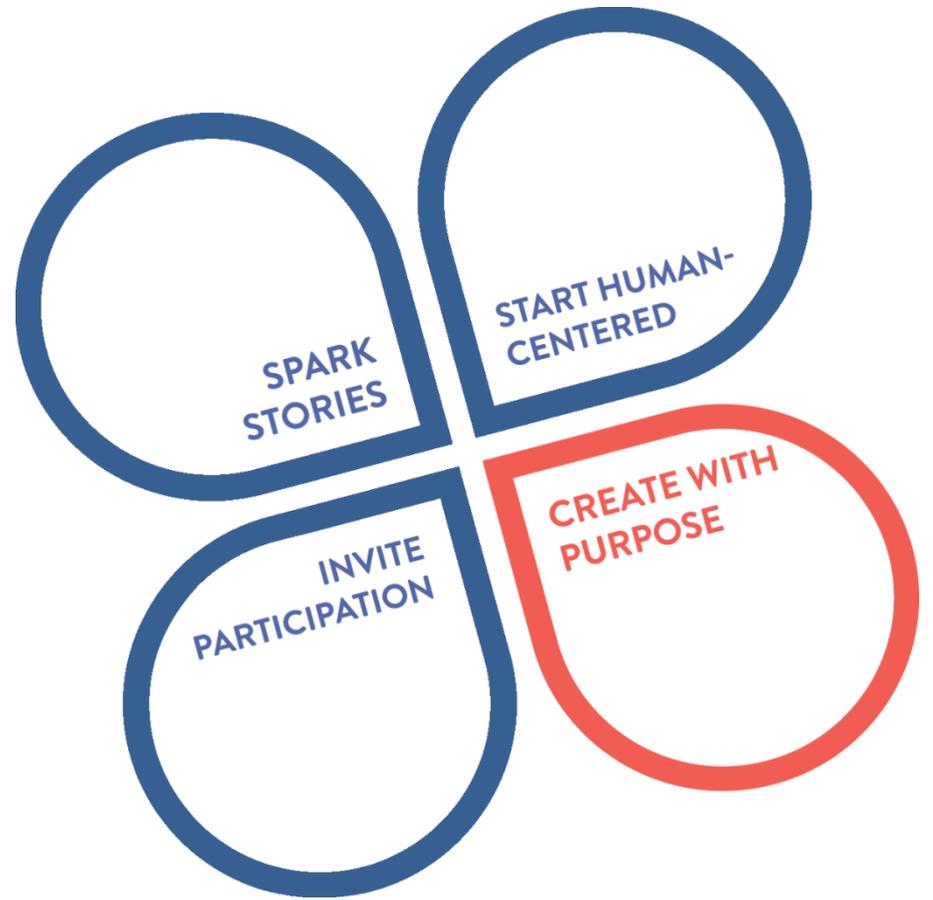
STEP

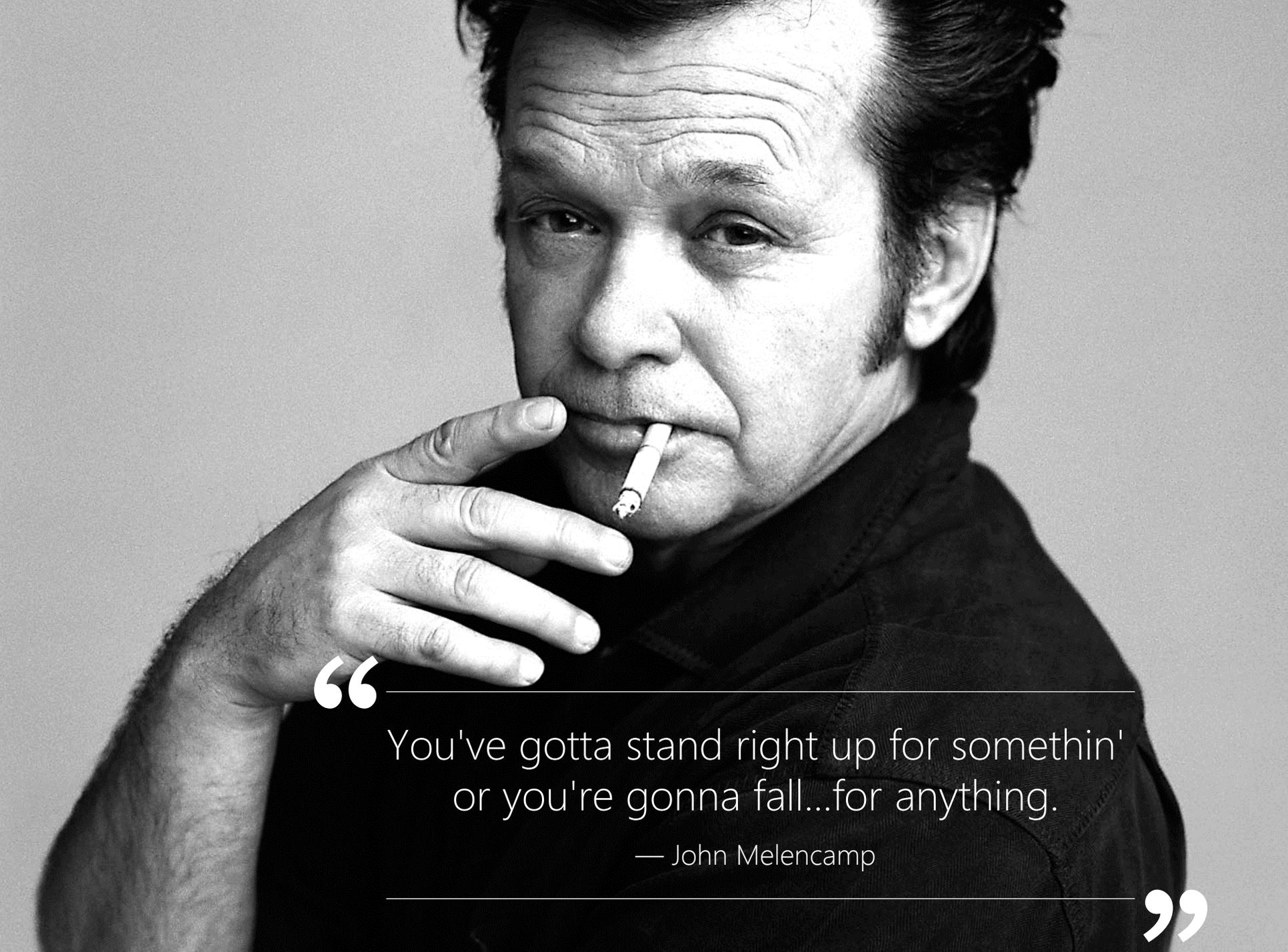
- | | | |
|---|--------|--|
| 1 | 45 min | Be Human Centered, Create with Purpose |
| 2 | 60 min | Virgin (Luanne Calvert) |
| | 15 min | Half time refreshments |
| 3 | 15 min | Gallery Walk |
| 4 | 30 min | Team Lab and Wrap-up |

Design thinking



Rethinking brand





“

You've gotta stand right up for somethin'
or you're gonna fall...for anything.

— John Melencamp

”

Create with purpose



Lead with why.



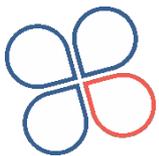
Know who you are and adorn yourself accordingly.



Line things up.



Ignite feelings.





Lead with
why.

...toward one simple purpose

We are united by the simple purpose of getting great coffee to everyone who asks for it.

James Freeman, 2002



Lead with why



Avon Foundation is a 501(c)(3) public charity



Know who
you are and
adorn
yourself
accordingly.



“

A brand is a promise
wrapped in an experience.

— a clever person

”





Line
things up.



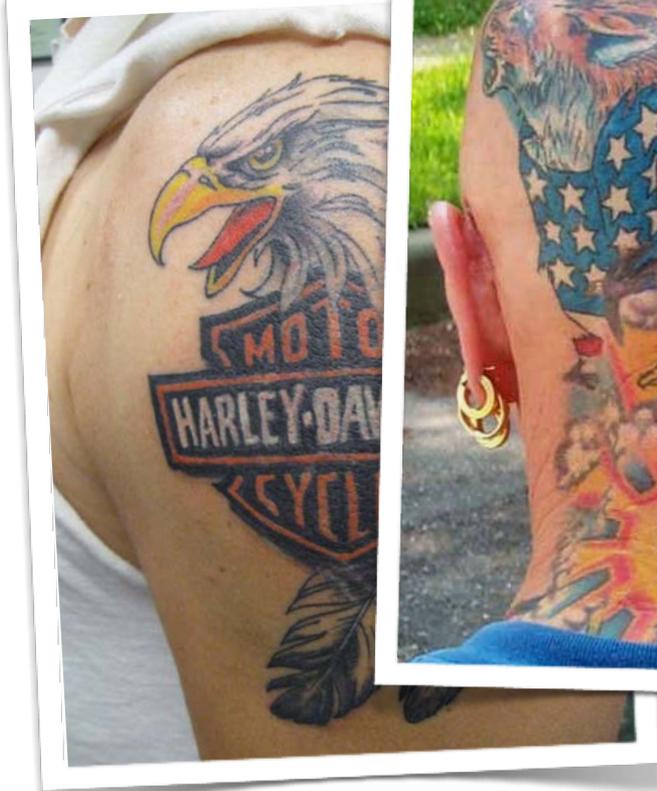


TOMS





Ignite
feelings.

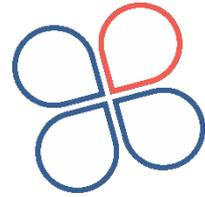




Luanne Calvert
CMO, Virgin America

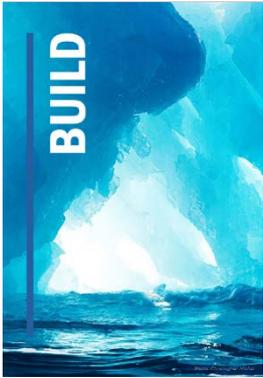
Q's to Luanne

1. Within the relatively standardized airline industry, Virgin is known for pushing the boundaries. Can you speak to how that translates to marketing campaigns? Do you have free reign to go after big ideas? Are you encouraged to do so?
2. How challenging is it to market separately a company which is part of a larger group?
3. What has been (or currently is) your most challenging project at Virgin America, and why?
4. Do you think of brand as evoking a certain feeling? If so, what feeling do you hope your brand evokes?
5. Why is the brand voice so feminine? What is the objective?
6. In what way do you think Virgin America best conveys the hip, playful brand values to customers?
7. What do you aspire for your customers to say about their experience after flying Virgin America?
8. How do you determine someone's prowess in branding when hiring?
9. What is the power, the values behind the Virgin name that unify all of its brands?
10. How do you ensure that the Virgin brand experience is consistent, when the customer touchpoints are most often the front-line employees?
11. How do you think about innovating on the Virgin America brand in terms of timeline (appropriate cycle), values, aesthetics, etc.?
12. How will a flight on Virgin Airlines look different in 2 years? 5 years? 10 years?
13. The US airline industry is, in general, perceived fairly negatively. How does the Virgin brand try and set itself apart as being different and better, particularly when price is so often the deciding factor for travelers?
14. Have you seen other airlines imitating Virgin America (the fun brand, playful experience, etc)? How has Virgin America responded to the competition?
15. What HR processes or workspace culture processes help Virgin to think so differently about the accommodation aspect of air travel?
16. Virgin provides a very distinctive customer experience powered by technology. How did you approach the design of solutions you are using?
17. What was triggered internally to make Virgin care so much about the consumer flight experience? How much of this is driven by monetary aspirations and why does the rest of the industry lag staggeringly behind if potential for profit is on the line?
18. How much money are airline passengers willing to pay for increased comfort on Virgin?
19. Air transportation takes long time and could be stressful for passengers that have to sit on the plane and wait to get to the destination. How can Virgin America shift that "waiting on the plane" to a fun experience for customer?
20. How do you maintain the Virgin brand, and customer experience when so many aspects of the flight experience are outside your control?
21. Given you operate in an industry where low price is one of the key drivers of decisions, why do you think customers continue to fly Virgin even if it is not the lowest price option?
22. Given that by nature there are lots of flight delays, and other customer setbacks, how do you keep your customers satisfied and happy with the brand?
23. What are the most exciting marketing channels right now?
24. How do you communicate your unique value to a consumer who's primarily driven by price?
25. What was the least effective marketing strategy you've used at Virgin and what lesson(s) did it provide?
26. How do you break the initial barrier? Aspirational brands can often seem "sectarian" almost and therefore unapproachable. How do you make it both "super sophisticated" and warm?
27. How do you maintain a luxe / aspirational brand image while staying approachable and friendly, especially with first-time customers?
28. How does Virgin differentiate itself to other airlines?

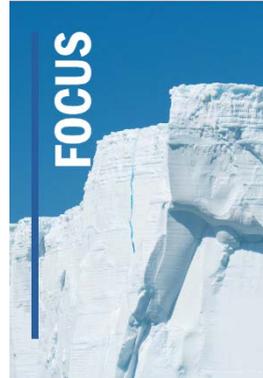


team lab

To recap...



Build from inside out. When employees are passionate about the brand and embody it, the offerings and customers will follow.



Focus on relationships and needs. This is where true value resides.



Listen actively. Get to know your customers intimately. Speak less, listen more.



Recover gracefully. One misstep doesn't mean it's over. Relationships are often even stronger after navigating mistakes.



Next Mon's Lab

Seamus Harte: 15 minute iphone 'dos and don'ts.

<http://www.dbootcamp.stanford.edu/>

Then, get together with your team and partner team

- 1) Share your storyboard & transcript or (very) rough video cut with partner team, (along with SFG). Get feedback + generate more ideas with the other team. Then flip.
- 2) Save Monday and Tuesday nights (Hanahaus is open for you from **7 to 9pm**) - to create lo-fi video for Wednesday.

Today's Lab



- 1) Bring in your Inspiration Board, including the four briefs. For Gallery Walk displaying all 12 teams work (1 minute each)
- 2) Gather with partner teams for deeper dive over your ideas (page 15 of workbook)

Looks like this



DO NOT ERASE 5/10/13

TEAM LIGHTYEAR

CONVERSATIONS

GSB is about connecting the whole team not just the work, but the heart as well - Kevin

It's important to connect with people at work. To explain the importance of work.

I want to share stories from conversations with students & faculty

ANALOGOUS SITUATIONS @ GSB / STANFORD

- GSB SHOW
- TALK
- DEBRIEF
- NEWS

WHAT'S GSB?

- COMMUNITY
- CLASSMATES
- COLLABORATION
- JOURNEY
- FUNNY
- FLOURISHING

BRAND VOICE GUIDELINE

TIM FERRISS

Engaged, authentic and well rounded. Tim Ferriss is a great example of a brand voice. Connect on a level by being engaged, authentic and well rounded.

BRAND EXPERIENCE

