



GSBGEN 343

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The Power of Story Workbook

Innovation Story

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Your Design Challenge

Challenge

Drawing on stories of key stakeholders, your team will define how Nike transforms the lives of athletes, and develop an idea for an innovative experience (or service) that would activate those stories. The deliverable will be a low fidelity digital prototype of the innovation experience with examples of content that would be pushed out across channels, including:

Offline

Leveraging retail footprint, Nike Stores, Factory Stores, Nike.com

Online

Snapchat, Periscope, [Facebook Live](#), Facebook, YouTube 360° video

Note, your innovative experience could be more socially-g geared and/or impact-oriented. Simply anchor on the user you aim to create value for and also look to the Nike Foundation who has lead initiatives like Designed To Move and Girl Effect.

Importantly, your team doesn't need to actually create the innovative experience – just sketch out your vision through a website, digital book, or a slide deck to illuminates how it would get activated across touch points and over time. Make sure to lay out how you will seed, launch and scale the story of the innovative experience. As an example of what your digital deliverable might look like, please see Nike Rise.

Flow

Design with purpose (Day 5) Seek to understand the real problems facing your company and its unique purpose or calling in the world..... We will arm you with a Purpose Brief to summarize these insights for Nike.

Design with empathy (Day 5, May 3). For focus, your team will pick just one of Nike's key target markets:

- (1) Women Run, Train, Live – aspirational and active women athletes
- (2) Youth — young athletes passionate for sports, stars and training tips
- (3) Lifestyle – those who wear athletic clothing for leisure
- (4) Sneaker Head – shoe collectors looking for most unique designs

Your goal is to delve deep into your core user's life. The ultimate goal is to find a fresh and actionable insight, which represents an opportunity to solve for multiple users. Write a mini-story about generated by the insight; this single story sentence will serve as the anchor - skeleton key. This week, your team will start ideating -- what would be so interesting in that retail space that it would make the user want to go there, and meet their needs.

Define the story (day 6, May 10). You will pitch your key insight, mini-story sentence – and your teams best 2 ideas that could activate your story to Nike leaders for feedback and iteration.

Create the prototype (day 7-8). Create a rough prototype of your idea, and lay out the vision of how you would seed, launch and scale the story

Pitch (day 9). Your team will pitch your concept in 3 minutes to our Nike guest on May 31st for feedback. To communicate your vision in the pitch, keep in mind the following the four criterion from class (a) Goal – is your goal clear? (b) Is there a hook? (c) Is the pitch compelling to the audience? (d) Does the audience know what to do, think or feel after the pitch?

Purpose Brief: Design for Purpose

Instructions

In this brief, you will clarify your company's purpose, identify an area of future growth (which your innovation will help fuel), and select role models as guides (for inspiration and for "analogous" learning). The goal of this brief is to align internal stakeholders so there is a common understanding of what the company stands for and what company need you are trying to solve for.

What is your company's unique purpose or calling in the world? What is your point of differentiation relative to competition? Tip: look at your company's website for insight on the questions.

What is your company's growth strategy - where are you going? Feel free to jot down a few areas of growth.

Your future growth is often inspired by role models. Write down at least role models that your company admires - from both inside and outside your industry. Jot down why you believe your company admires them.

“Purpose” Madlib

Summarize your insights above by completing this madlib

Company X _____ (your company)

stands for _____ (point of differentiation relative to competition),

was founded based on a belief that _____ (calling),

and is going toward _____ (growth strategy).

User Brief: Design for Empathy

To understand the real problems facing your user (i.e., target for your innovation), dive into data, both quantitative and qualitative. Ideally visit where your target user lives, works, or shops - and interview them, listening to understand their stories, and seek to understand their pain points. In these interviews, your goal is to generate your own unique insight ("point of view") - which is fresh and actionable and uniquely solves a real problem for your users and will serve as the anchor for the story for your innovation. Your goal is to help your user become the hero of their own story - by means of your idea.

Anchor on the user, not your innovation.

Ideally, you will interview many potential users of your innovation (and collect quantitative data to complement your qualitative deep dives), but at minimum interview 1-2 users.



Tips. When you talk to people, ask for stories. Your goal is to try and look for inconsistencies and non-verbal cues. Don't be afraid of silence. The more space you give your users, the more they'll tell you. Be curious.

For example, start with...

Tell me about the last time you...

What were the best parts of that experience? The worst? Why were they so important? How have you made the experience better?

What do you expect vs. need vs. would love?

As you absorb the answers, consider:

What are the real (vs. spoken) needs of this user? What are these users' underlying goals?

What defines the highs and lows of a user's experience and how might this play into designing the story of your innovation?

How does the innovation create meaningful value and uniquely address a real problem the user faces, helping them achieve their goals?

User Brief: Design for Empathy

Empathy Map

Based off your interview, jot down:

Quotes - containing nuggets of insight. Write down quotes verbatim to capture the language they use.

Thoughts - phrases beginning with "I think..."

Feelings - phrases beginning with "I feel.."

Actions - things you see users do (but not necessarily say)

Customer Journey Ask the user(s) about their current experience like and what are their highs and lows? Where does the current brand (and competitors) succeed or fail?



User Brief: Design for Empathy

Persona Madlib

Next, synthesize your interview insights to write a “persona brief” for your user. The goal of this madlib is to keep your user front and center. If you know your user(s) well, you should be able to guess the answers to all these questions. Have fun with this madlib. (The answers don’t have to be true; your goal is to guess them).

S/He is named _____ and is _____ years old.

S/he has a passion for _____, but dislikes _____.

In his/her spare time, s/he likes to _____
and his/her favorite brands are _____, _____ and _____.

S/He desperately needs our new innovation because s/he faces a significant challenge _____,
which is important because of _____.

Find the insight

Based on your work, find your insight, defined as a “new understanding, as a result of which action may be taken and an enterprise more efficiently conducted.”

(Optional reading: [Why is a Good Insight Like a Refrigerator?](#))

FROM: _____ **(old world)**

TO: _____ **(new bliss)**

Finally, summarize your your insight by completing the “user as hero” sentence below.

Ordinary person, named _____ **(persona’s name),**

faces extraordinary odds _____ **(challenge)**

to achieve something quite remarkable _____ **(new bliss)**

by means of the new innovation _____ **(name).**



Tip: An insight isn’t an observation -- rather it takes an observation and makes it is actionable. It is best captured with a ‘FROM’ and a ‘TO’ that lays out the world now and then the new bliss.

Story Brief:

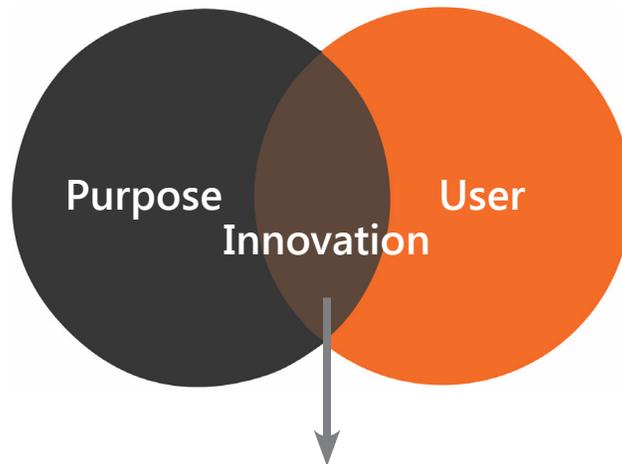
Design the Innovation Story

An innovation captured and communicated with a well defined story gets stakeholders on the same page faster. An innovation story does more than that; it is an asset and defined as an intriguing, authentic, involving story with a strategic message that enhances the brand, the customer relationship, the organization, and/or the business strategy. Your goal is to propose your innovative experience and write the story of your innovation, informed by what your company uniquely stands for (purpose) but also serving the real need of the user (captured by your insight). After you write it, ask yourself, does this story have the potential to be intriguing, authentic and involving? Does it clarify:

Intriguing Is it clear why the user would be interested in your innovation?

Authentic Does your story come across as phony or contrived? Is there substantive data to back up your story?

Involving Would the user want to do something after hearing this story?



Work to distill your story down to a single sentence - the bare essence of the story - and then challenge that stripped down sentence to ensure that it creates new and unique value for consumers. The story should uniquely answer the opportunity presented by the insight, and it should be one that your company uniquely could address. Note: There is a danger to try to pack too much your sentence, and by doing so you lose the plot. Stay simple.

[Single Sentence Story for the Innovation]

Design to Scale

How will you activate the story over time and across channels. How do you seed the story, launch the story, and then design to scale across channels with the end goal in mind of having your story scale? Provide broad strokes now, and you will have time to expand on these in your Innovation Playbook.

Seed the Story

How do you start the conversation? What would be the hashtag you would use to seed the story? Keep a focus on your most loyal, active users as your first proponents, as you start to seed the story. [Your Text Below]

Launch the Story

How do you launch the story and spread the word? Keep a focus on the broader audience? [Your Text Below]



Design to Scale

How do you own the conversation, expanding the story online and offline? Where and how will these conversations unfold? [Your Text Below]

Synthesis: Pulling It All Together

Purpose: What does the company stand for and where is it going?

Empathy: Depict the character archetype. What are some of the user's problems today? What is your empathic insight.

Story: Write down the single story sentence of your innovation.

WHAT is your new innovation? How does it tackle the design challenge?

WHY is your new innovation transformative? Impactful? Relevant?

Take us through the 3 act structure...

Seed the story

Launch the story

Design to scale

Write the Pitch

Write out your 3 minute pitch:





Tips: Don't tell the audience what they already know (e.g., don't tell Nike they have 7 million users; tell them how they can activate the users).

- Don't bury the headline. Set the hook, follow up the unique insight that you have. Build your story on this insight.
- Hone your innovation story. Tell a story that relates CLOSELY to the problem you are solving... Focus on 1 problem to solve.
- Remember, it's not a business plan competition, it's a story. You're selling the story and the idea.
- Focus only on high level implementation. Don't get stuck in the details. Pre-empt potential objections.
- Don't mistake the story behind the innovation with the story behind the LAUNCH of the innovation. Talk about HOW you're going to successfully launch it and what insight you have.