BUILDING INNOVATIVE BRANDS
welcome!
Faculty

Jennifer Aaker

Chris Flink

Teaching team

Stephany Yong

Dre Taylor

Alli McKee

Madilyn Oniveros
<table>
<thead>
<tr>
<th>STEP</th>
<th>Duration</th>
<th>Activity</th>
<th>Presenter</th>
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<tr>
<td>1</td>
<td>30 min</td>
<td>Brands, innovated.</td>
<td>Jennifer</td>
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<tr>
<td>2</td>
<td>70 min</td>
<td>Dive in!</td>
<td>Chris</td>
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<td></td>
<td>15 min</td>
<td>Half time refreshments</td>
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<tr>
<td>3</td>
<td>20 min</td>
<td>Class game plan</td>
<td>Jennifer</td>
</tr>
<tr>
<td>4</td>
<td>30 min</td>
<td>Team lab</td>
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what is a brand?
Mark (name/logo) indicating who made the product.

— Webster
There is going to be a day of judgment. And you are going to ask yourself what you did with your life. It’s not about how much money you make, how big a house you have or how many cars. It’s what you did for a fellow man. It’s the relationships you created. And it’s what you do to make the world better.
What people say about you when you have left the room.

— Jeff Bezos
Founder and CEO of Amazon.com
Brand vs. Branding

Branding

Employees
Products
Events
Sponsors
Customers
Partners
Brand = bank account

Most days, you are going to be depositing funds.

But someday you are going to need to make withdrawals.

Will you be ready when you need to make a withdrawal?
and there are some exciting shifts....
From consumers
To collaborators

Estee Lauder free makeovers & photos
Allowing users to stand for the brand

From what you do
To why you do it

Think Different

“Don't just seek customers who want what you're selling, but rather people who believe what you believe.”
From pitches
To conversations

Is it the crispier crispies or the richer chocolate taste that makes NESTLE CRUNCH even more scrumptious? Pick a side – Join Team Crispies or Team Chocolate!

Stand with fellow chocolate lover Apolo Ohno or show your love of crispies with Shawn Johnson. Play for your team, help us decide, and you can win!

248,000 Facebook fans
4,000 Facebook likes

And the fans are still voting
From spots
To stories
Exciting shifts

from Consumers to **Collaborators**
from **Product** to **Purpose**
from Pitches to **Conversations**
from Spots to **Stories**
Rethinking Brand

- Spark Stories
- Invite Participation
- Start Human-Centered
- Create with Purpose
Start human-centered

Build from inside out.
Focus on relationships and needs.
Listen actively.
Recover gracefully.
INVITE PARTICIPATION
SPARK STORIES
START HUMAN-CENTERED
CREATE WITH PURPOSE
Create with purpose

Lead with why.

Know who you are then adorn yourself accordingly.

Line things up.

Ignite feelings.
Luanne Calvert
Virgin, America  CMO
human-centered
Invite participation

- Live in beta. Leave things unfinished enough so that others are drawn to add to it.
- Design iteratively with your customers.
- Provide ingredients and raw materials.
- Cultivate optimism. Encourage “yes, and…”
Laura Jones
Uber, Product and Creative
Spark stories

Create and invest in stories that build value as they grow.

Unleash network benefits.

Optimize shareability.

Build a story bank.
John Zissimos
Salesforce, Chief Creative Officer
dive in!
D.THINKING WARMUP

BUILDING INNOVATIVE BRANDS

JENNIFER AAKER + CHRIS FLINK
your design challenge

Redesign the Stanford ‘thank-you’ gift/gesture inspired by your partner & his/her relationship with the brand.
Your Mission: Redesign the Stanford thank-you gesture... for your partner (the giver). Start by gaining ___________ empathy.

1. Interview  8 min (2 sessions x 4 minutes each)
   - Notes from your first interview
     (Explore your partner’s experiences with expressions of gratitude, and, his/her beliefs about what makes Stanford special).

2. Dig Deeper  6 min (2 sessions x 3 minutes each)
   - Notes from your second interview
     (Further explore your partner’s thoughts & feelings about thank-you gifts and about Stanford).

Switch roles & repeat Interview

Switch roles & repeat Interview
DT WARM-UP

Reframe the problem.

3. Capture Findings 3 min

Goals and Wishes: what is your partner trying to achieve in making this gesture?
*use verbs

Insights: New learnings about your partner’s feelings and motivations. What’s something you see about your partner’s experience or perspective that maybe s/he doesn’t see?*
*make inferences from what you heard

4. Take a stand with a point-of-view 3 min

partner’s name/ vivid description

needs a way to user’s need

because (or "but" or “because surprisingly”…)
[circle one]

insight
DT WARM-UP

Ideate: generate alternatives to test.

5. Sketch at least 5 radical ways to meet your user’s needs. 5 min

write your problem statement above

6. Share your solutions & capture feedback. 10 min (2 sessions x 5 minutes each)

Notes

Switch roles & repeat sharing.
DT WARM-UP

Iterate based on feedback.

7. Reflect & generate a new solution. 3 min

Sketch your big idea, note details if necessary!
DT WARM-UP

Build and test.

8. Build your solution. 7 min

Make something your partner can interact with and enact your ‘thank you’ gift giving moment!

9. Share your solution and get feedback. 8 min (2 sessions x 4 minutes each)

+ What worked...

- What could be improved...

? Questions

! Ideas
## DT WARM-UP

### Reflect on your work.

<table>
<thead>
<tr>
<th>10. Headline TWO next steps 2 min</th>
<th>11. Redefine your point-of-view 3 min</th>
</tr>
</thead>
<tbody>
<tr>
<td>From Step 9 feedback, what are TWO aspects you would prototype next?</td>
<td>How does your interaction alter your P.O.V. from Step 4? Craft a new P.O.V. informed by testing.</td>
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<td>1.</td>
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<td>2.</td>
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to be inspiring, you must be inspired.

and rely on a process you can believe in. As
Design thinking

- Empathize
- Define
- Ideate
- Prototype
- Test
Two mindsets
Two mindsets

- Refining
- Reducing options
- Making decisions
- Applying constraints
- Eliminating variables
Two mindsets

- **EMPATHIZE**
  - generative
  - explorative
  - expanding options
  - challenging assumptions

- **IDEATE**
  - creating new alternatives
if “experiences are the proving ground for brands” - what skills are needed to build truly great brands?
to influence a brand at its core, you may need to become an experience designer
can marketing & communications finally become empathic?
what does human-centered marketing look like?
Design thinking

Empathize

Define

Ideate

Prototype

Test
class game plan
Design Challenge
class design challenge

Reimagine and prototype a uniquely-Blue Bottle ordering and/or waiting experience to better align with Blue Bottle’s aspirations.
Presentation Day (Two weeks!)
<table>
<thead>
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<tbody>
<tr>
<td>Danny Benitez</td>
<td>Marco Chan</td>
<td>Swetha Ganeg Basavaraj</td>
<td>Katie Alexandra Gera</td>
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<tr>
<td>Patrick Keating</td>
<td>Katherine Jane Kramer</td>
<td>Rachel Maddux</td>
<td>Maria Santichio</td>
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<tr>
<td>Laura Xin-Mei Lee</td>
<td>Nikos Bountas</td>
<td>Nick Burakoff</td>
<td>Ben Gaiarin</td>
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<tr>
<td>Bhavana Yarasuri</td>
<td>Michelle Guo</td>
<td>Gustavo Torres da Silva</td>
<td>Sanjay Zalani</td>
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<td>TEAM 5</td>
<td>TEAM 6</td>
<td>TEAM 7</td>
<td>TEAM 8</td>
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<tr>
<td>Liney Amorsdottir</td>
<td>Dorian Bertsch</td>
<td>Catherine Cushenberry</td>
<td>Kassandra Hasty</td>
</tr>
<tr>
<td>Gabrielle Kouchacji</td>
<td>Walid Lassoued</td>
<td>Milena Montesinos</td>
<td>Alex Persson</td>
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<tr>
<td>Asad Khaliq</td>
<td>Eesha Choundhari</td>
<td>Doruk Gurel</td>
<td>Aly Cash</td>
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<tr>
<td>Ben Wen Xiong</td>
<td></td>
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<td>Matt Stone</td>
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<td>TEAM 9</td>
<td>TEAM 10</td>
<td>TEAM 11</td>
<td>TEAM 12</td>
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<tr>
<td>Michelle Honchariw</td>
<td>Natalise Kalea</td>
<td>Anne Kasitaza</td>
<td>Megan Wei</td>
</tr>
<tr>
<td>Jackie Shannon</td>
<td>Siraarpa Siriviriyakul</td>
<td>Neal Paul Watterson</td>
<td>Jocelyn Woolsey</td>
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<tr>
<td>Kyle Qian</td>
<td>Tommy Fang</td>
<td>Oscar Lee</td>
<td>Nishant Karandikar</td>
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<tr>
<td>Divya Saini</td>
<td>Nahva Tecklu</td>
<td>Amy Wu</td>
<td>William Meadows</td>
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Your destination

For the final presentations, your concept will be communicated using rapid filmmaking methods. Your spot should clearly express the essence (if not production quality) of your prototype and how the design fits into the broader brand story. [30-second spot, 5 minutes total presentation providing the story of how you got to your video].

You will be evaluated by important stakeholders (e.g. Chairman of Blue Bottle, investors, CFO) on both the caliber of your team’s final concept and the quality of your creative process. We expect your approach to be strategic, human-centered, insightful, imaginative, and iterative.

For inspiration from previous years’ projects (different challenges), please peruse the course website.
# Your journey

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**Final Presentations 2/11 5:30-7:00 in CoLab. Wine reception to follow**
Today’s team lab

Complete page 2 of workbook.

Find times to meet over next 2 weeks. Carve out time:

- Over the break to create the storyboard for next Mon
- Monday and Tuesday night after class (Feb 8-9th) for video work at HanaHaus

Name your team and take team picture. Email pics and team name to Stephanie Yong (syong@stanford.edu) tonight.

Dive into Blue Bottle, understanding the brand inside and out and get ready for Fieldwork on Wednesday.
TEAM

Team name

Team contact info

Norms (times to meet, balance of work, etc.)
Your journey

Day 1: D.thinking Lab. A warmup
Pages 1-8

Day 2: Field work @ HanaHaus
Pages 9-14
What is HanaHaus?

As the world becomes more virtual by the day, there is still no substitute for face-to-face conversation over a great cup of coffee. What more is really needed to create the next big idea? HanaHaus springs from a vision to create a place where such conversations happen. It aims to be a hub of activity, a place that draws people in, sparks new thinking, supports entrepreneurial energy and adds to the vitality of the community.

HanaHaus is designed to offer an amazing café experience – from the comfortable setting to the world-class coffee provided by Blue Bottle. The space is also intended to be shaped by the people who use it. Work, learn, play. That is the mantra we live by. Is there any better way to spend your time?

Fieldwork @ HanaHaus!
Wednesday’s lab

Meet at HanaHaus for stakeholder interviews.

Lecture and interview

**Teams 1-6**
3-4:15  Lecture + Blue Bottle (David Bowman & Shawna Sharie)
4:15-5:15  Stakeholder Interviews

**Teams 7-12**
3-4:15  Stakeholder Interviews
4:15-5:15  Lecture + Blue Bottle (David Bowman & Shawna Sharie)

All teams synthesize interviews and complete the four briefs for Friday’s Inspiration board (30 mins)

Plan to do more user research and complete page 15 of workbook (How might we...).
Stakeholders

Interview Stations (10 min each)

01  Alexandra Chan  (NorCal Regional Director)
02  Arion Paylo  (New Store Opening)
03  Neil Day  (Principal, Coffee Tech)
04  Conner Burns  (Manager at HanaHaus)
05  HanaHaus Barista
06  HanaHaus Barista
07  Drink Ordering
08  Drink Pickup
09  Guest Interview
10  Guest Interview
11  Guest Interview
12  Guest Interview
Note:

Who is there, why, what are they hoping to get from the experience? What surprises and delights them? What disappoints? What is true to Blue Bottle and what is inconsistent? Are there any inconsistencies between what customers or employees are saying.

Remember to:

- Build rapport
- Ask simple, open-ended questions.
- Sometimes it’s good enough just to ask why.
- Listen: 90%/10% ratio.
- Record quotes
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Inspiration Boards (Friday Lab)
1) Bring in your Inspiration Board, including the four briefs.

2) Gallery walk displaying all 11 teams work (1 minute each)

3) Gather with partner teams for deeper dive over your ideas (page 15 of workbook)
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Next Mon’s Lab

Get together with your team and your partner team

1) Your team will create a storyboard (work over the week). State your single focused goal and share your storyboard & transcript or (very) rough video cut. Get feedback + generate more ideas with the other pair. Then flip (30 mins.)

2) Save next Monday night and Tuesday to create lo-fi video for Wednesday at HanaHaus
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Next Wednedsays Lab

Team working session to iterative on your final presentation.
Teaching team office hours

Before and after each class. Also feel free to email Stephany Yong when questions arise: (syong@stanford.edu)
Setting & re-setting CoLab

The classroom needs to be set up and reset for each day of use.

3:00– Please help setup the classroom for use before class.

5:50– Please return chairs and tables and reset the class at the end of each class.
INTERVIEW USERS

Place

Key observations of the place:
What are people doing?
What is the style/vibe?
Etc.

Empathy map

Think

What do they think (likes/dislikes)?

Say

What do they say (quotes)?

Do

What do they do (actions)?

Feel

What do they feel (what delights vs. disappoints)?
FOCUS ON THE MOST IMPORTANT INSIGHTS

What is important to the user?

Now, ask why that is truly important to them 5 times...

Why?

Why?

Why?

Why?

Why?

Key Insight=

Root cause
BRAND AUDIT: IMAGE-IDENTITY GAP ANALYSIS

What are the first 5 words that employees use to describe the brand (Ask at least 2-5 employees)

What are the first 5 words that customers use to describe the brand (Ask at least 2-5 customers)

Are there gaps?

WHO YOU ARE

GAP

HOW YOU’RE SEEN
Create a one-page experience map that captures the emotional state of a user through an essential interaction with your brand.

Example:
- **EXCITEMENT**
  - Appetizers
- **JOY**
  - Dessert
- **EAGERNESS**
  - Entree
- **RESTLESSNESS**
  - Wait to order
- **DESPERATION**
  - Wait for meal
- **REGRET**
  - Dessert

**FINE DINING (INTERVENTIONS)**
- Amuse bouche
- "Your food will be ready in 10 minutes"
- Delay dessert order
- Remain close

**INTERVENTIONS**
- "Your user"
How does the brand see itself across these five elements?

- Verbal Style
- Name/Nicknames
- Visual Style
- Personality
- Slogan
Use your root cause analysis to choose your SFG (Single Focused Goal).

The SFG will be both the impetus behind the social experience you build as well as the lens through which your impact will be measured. Use all the insights you’ve developed over today and think about how you might tackle this design challenge.
GENERATE POTENTIAL SOLUTIONS

Turn your SFG into a question.

How might we

now, what potential solutions can you generate.
INSPIRATION BOARD FEEDBACK

They like...

They wish (that)...

What if...
Use your SFG to craft your three-act storyboard.

Our single focused goal is...
STORYBOARD FEEDBACK

They like...  

They wish (that)...  

What if...
SCRIPT FOR FINAL PRESENTATION

Bullet out script for final presentation (4 minutes plus 30 sec video) and SFG.

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WRAP UP + REFLECTIONS OF THE CLASS

Key takeaways

Applications to your day-to-day work