

allbirds





Who is Allbirds?





Allbirds' mission is to prove that comfort, good design and sustainability don't have to be mutually exclusive.



vision

Inspire a global shift towards products and experiences that prioritize both individual well-being and the health of our planet.

Goals



Simplicity in design

Create an experience that is streamlined and free of senseless details, similar to the shoes.



Confidence in comfort

Provide customers with a lasting feeling of support and a warm shopping environment.



Conscious of the environment

Provide an environment that reflects the values of the community it serves.

Challenge

How might we **show up, gather customers, and provide omni-channel experiences?**

What we learned



Allbirds Ecosystem



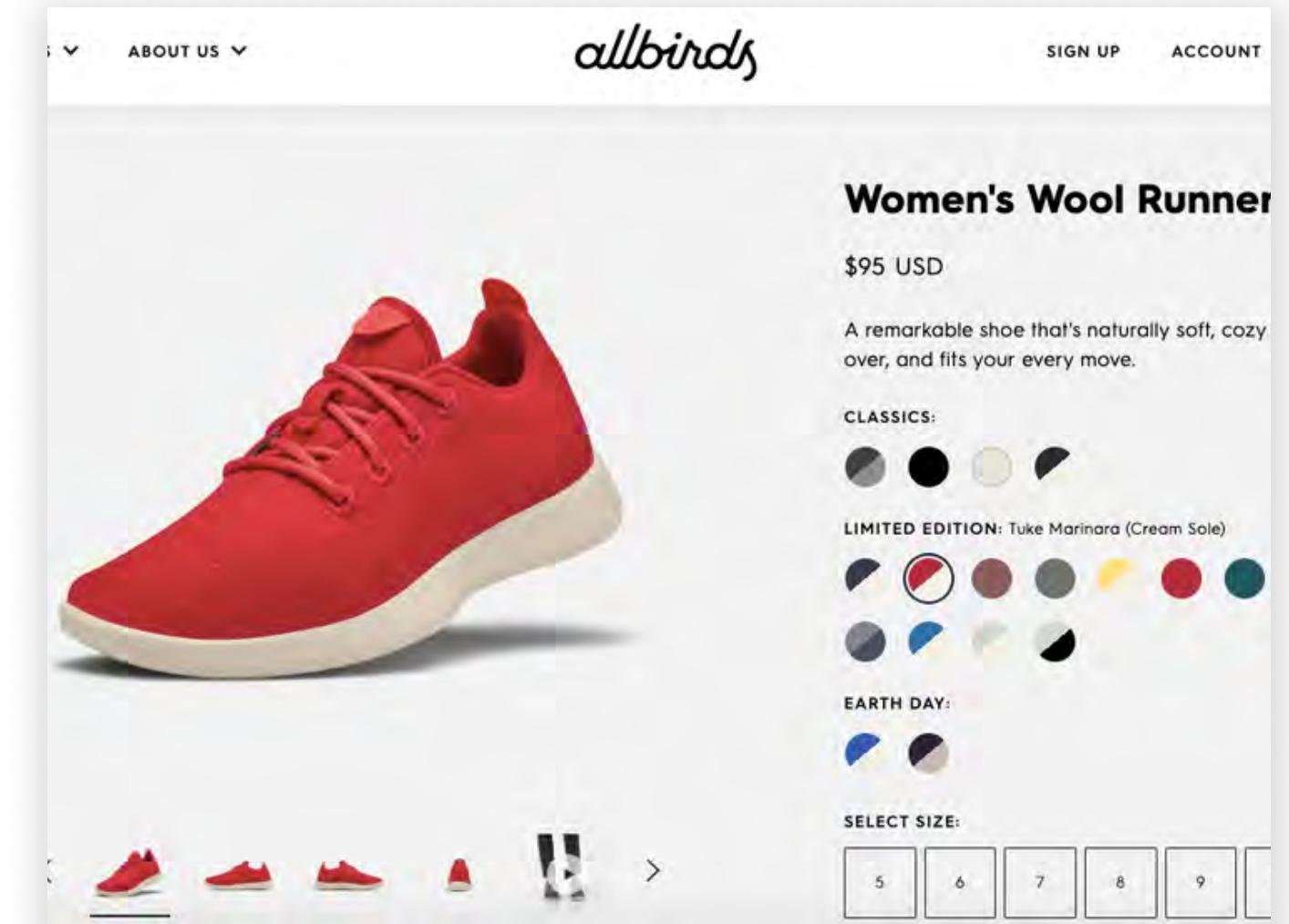
Launched in 2017

Allbirds came to the scene in 2017 by selling their shoes directly to consumers via their website



Expanded storefronts

Today, Allbirds has 42 in-person storefronts that can be visited in cities across the US



Stronghold on online sales

Overall, 60.4% of Allbirds revenue is made through online sales

[Allbirds Financial Report 2022](#)

Allbirds Products



Footwear

Provides casual, understated, everyday shoe options made out of sustainable materials such as wool, tree fibers, and sugar cane.



Apparel

As of 2020, Allbirds offers an array of practical yet stylish basics crafted from natural materials. Popular offerings include unbranded T-shirts, underwear, and socks.

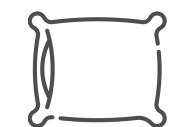
Allbirds Target Consumer



Trend-Aware
Comfort Seeker



Style



Comfort



Exclusivity

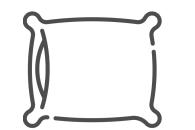
Allbirds Target Consumer



Trend-Aware
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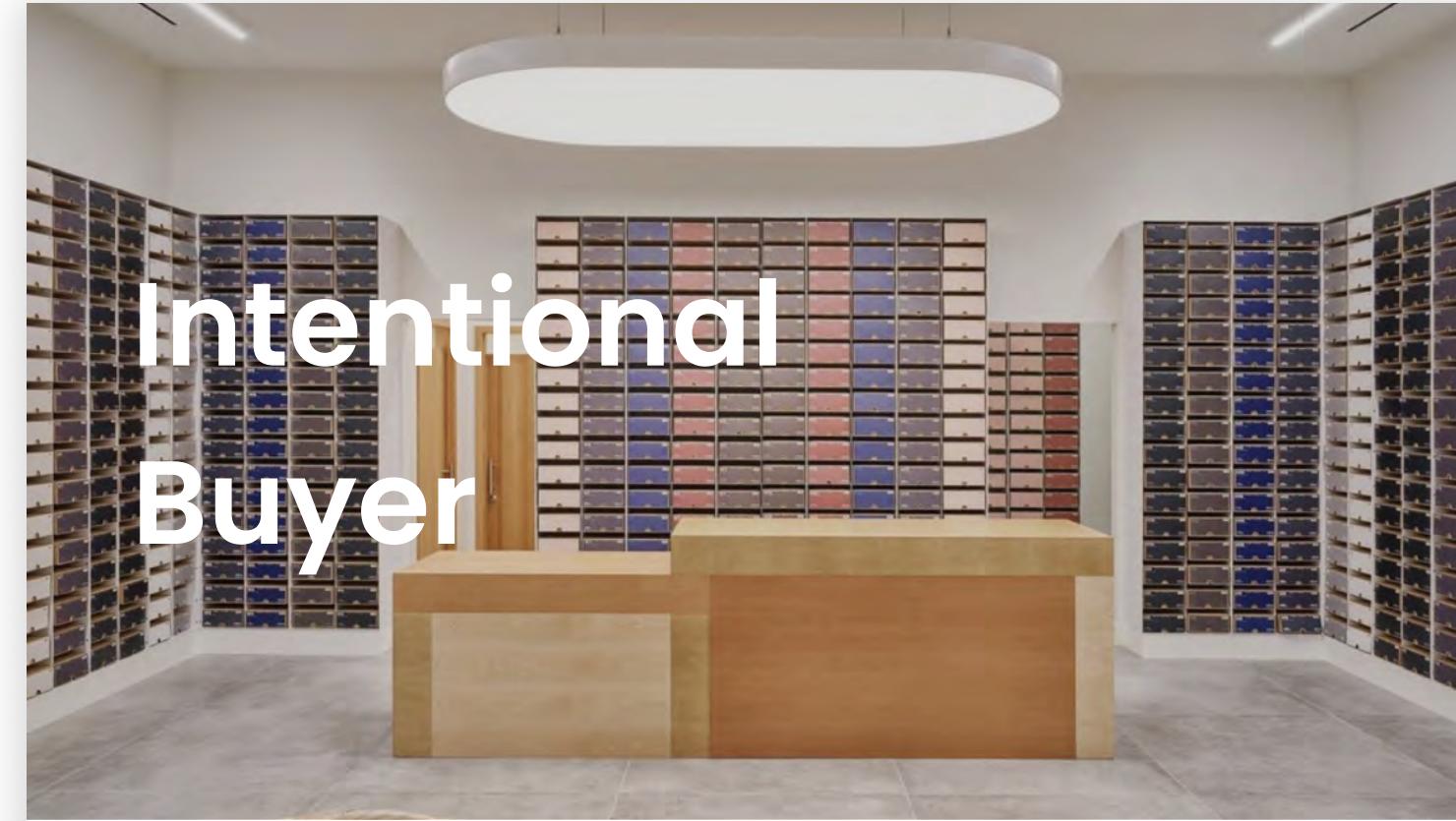
Style



Comfort



Exclusivity



Intentional
Buyer



What they buy



Who they buy from



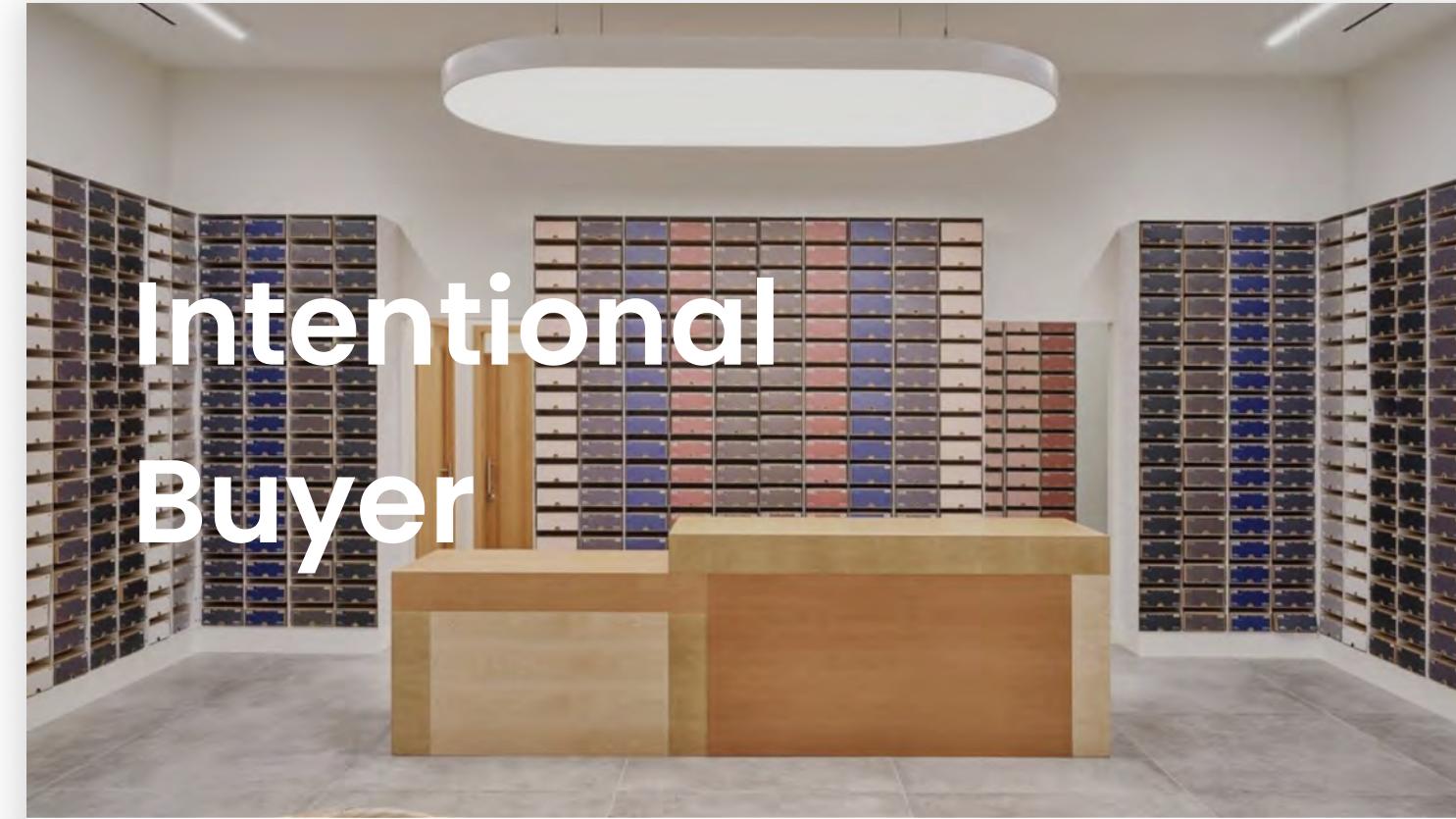
Why they're buying

Allbirds Target Consumer



Trend-Aware
Comfort Seeker

- Style
- Comfort
- Exclusivity



Intentional
Buyer

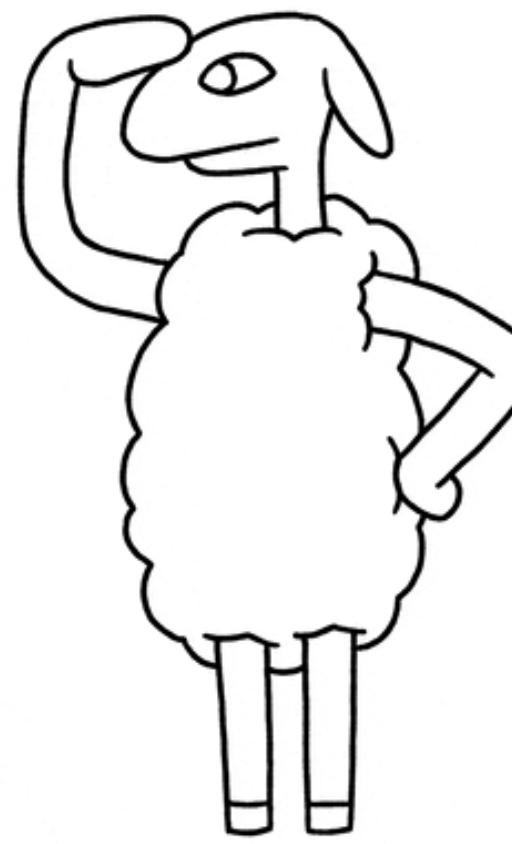
- What they buy
- Who they buy from
- Why they're buying



Eco-Luxury
Afforder

- Financial Freedom
- Sustainability Option

Themes & Insights



Themes

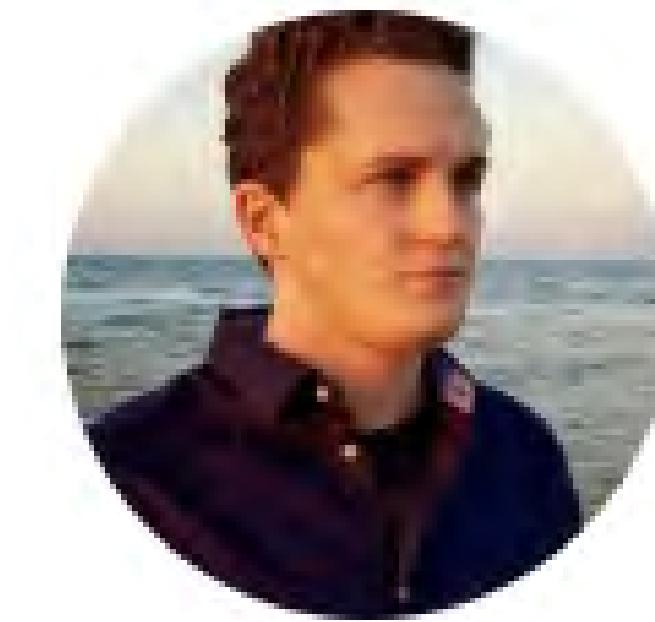
Ability



Convenient (location)



Streamlined (fast)



"I don't really enjoy shopping. I shop, of course, just like everybody else but I like it to be a quick experience."

-Jeff P.

Themes



Complete product line



Reliable stocking



"You hope that they have it in your size. And, yeah, it's an annoying experience all around."

-Jeff P.

Themes



- 👤 Personal support
- 👤 Autonomy in interaction



"In and out of the store without talking to another person. That'd be pretty nice- not having to really socialize unless I was forced to."

-Sai B.

Themes → Insights



Ability

- ★ Convenient (location)
- ↗ Streamlined (fast)



- 💡 Complete product line
- 📦 Reliable stocking



- 👤 Personal support
- 👤 Autonomy in interaction

Themes → Insights

**Meet them
where they're at**

Busy working professionals may be excited about new product offerings, but may not have the bandwidth to engage in meaningful in-person shopping



- Access**
- 💡 Complete product line
 - 📦 Reliable stocking



Autonomy

- 👤 Personal support
- 👤 Autonomy in interaction

Themes → Insights

Meet them where they're at

Busy working professionals may be excited about new product offerings, but may not have the bandwidth to engage in meaningful in-person shopping

Give them what they want

Hopeful customers become frustrated when Allbirds store displays mislead them into envisioning themselves with shoes that are not available due to insufficient inventory.



- 👤 Personal support
- 👤 Autonomy in interaction

Themes → Insights

Meet them where they're at

Busy working professionals may be excited about new product offerings, but may not have the bandwidth to engage in meaningful in-person shopping

Give them what they want

Hopeful customers become frustrated when Allbirds store displays mislead them into envisioning themselves with shoes that are not available due to insufficient inventory.

Let them take the reins

The ability of sales associates to understand and respond to where consumers lie on their journey of autonomous self-discovery can lead to a more meaningful and satisfying shopping experience.

If you want a pair of allbirds...

If you want to feel them...

If you want a pair of allbirds...

You'll want to feel them out

If you go in store...

If you want to feel them...

You'll have to go in store

If you want a pair of allbirds...

You'll want to feel them out

If you want a pair of allbirds...

You'll want to feel them out

If you want to feel them...

You'll have to go in store

If you go in store...

**They may not sell the pair
you want**

If you find the pair you want...

If you want a pair of allbirds...
You'll want to feel them out

If you want to feel them...
You'll have to go in store

If you find the pair you want...
**You'll have to talk to
an associate**

If you ask for help...

If you want a pair of allbirds...
You'll want to feel them out

If you go in store...
**They may not sell the pair
you want**

If you find the pair you want...
**You'll have to talk to
an associate**

If you ask for help...
They may not have your size in stock!!

Buying a pair of Allbirds in store is an uphill battle...

While Allbirds' target consumers highly value the physicality afforded by in-store shopping, their busy lifestyles and expectations around luxury brands mean they often are less willing to navigate the shortcomings of in-store shopping.

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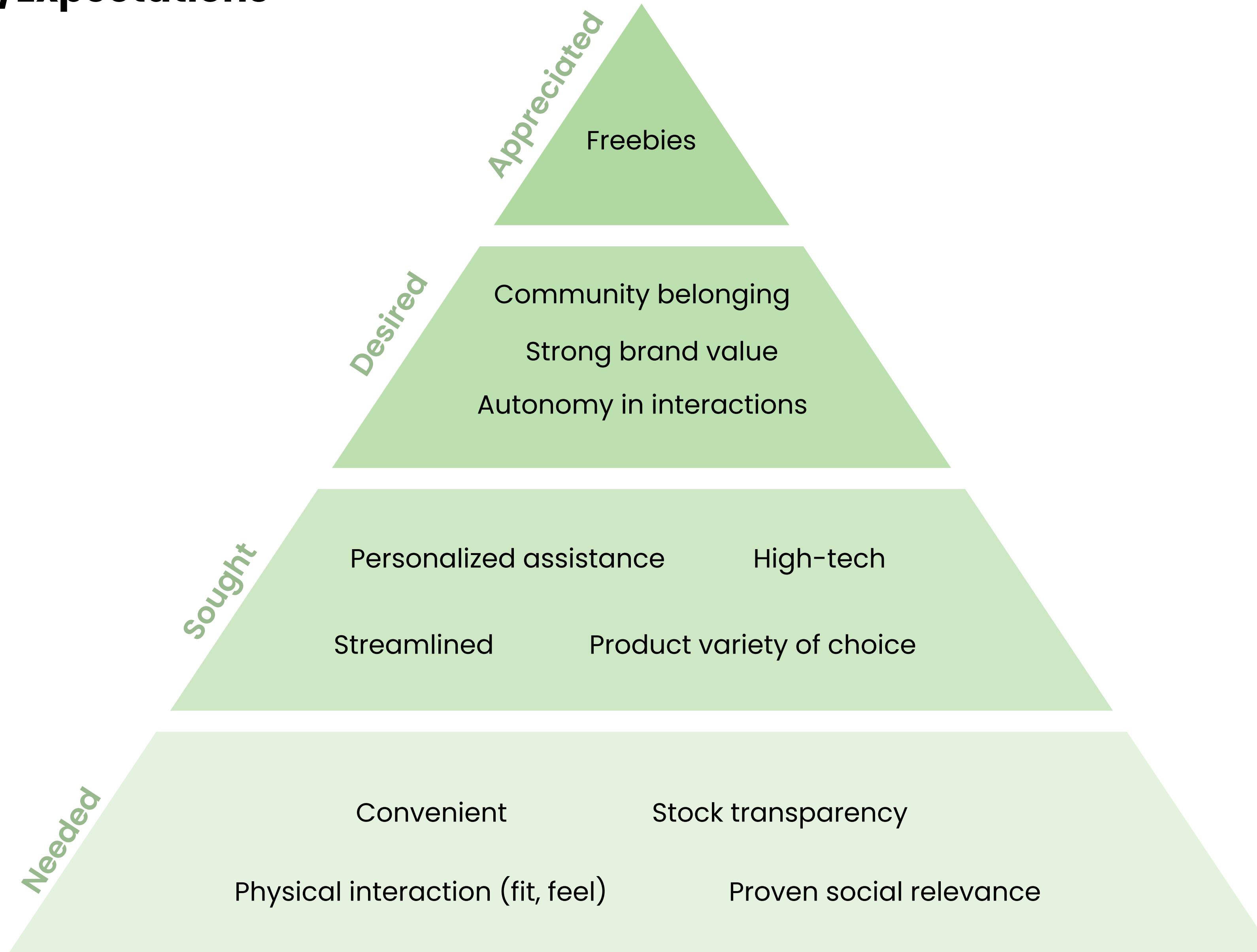
If you want to feel them...

You'll have to go in store

If you want a pair of allbirds...

You'll want to feel them out

Shopper Values/Expectations



Current in-store shopping experience

APPRECIATED



Freebies

Excels

Addresses

Fails to meet

Fails to consider

Current in-store shopping experience

DESIRED

Community belonging

Strong brand value

Freebies

Autonomy in interactions

Excels

Addresses

Fails to meet

Fails to consider

Current in-store shopping experience

SOUGHT

Community belonging

Product variety of choice

Personalized assistance

Autonomy in interactions

Freebies

Strong brand value

High-tech

Streamlined

Excels

Addresses

Fails to meet

Fails to consider

Current in-store shopping experience

NEEDED

Community belonging

Product variety of choice

Stock transparency

Personalized assistance

Autonomy in interactions

**Physical interaction
(fit, feel)**

Freebies

Strong brand value

High-tech

Convenient

Streamlined

Proven social relevance

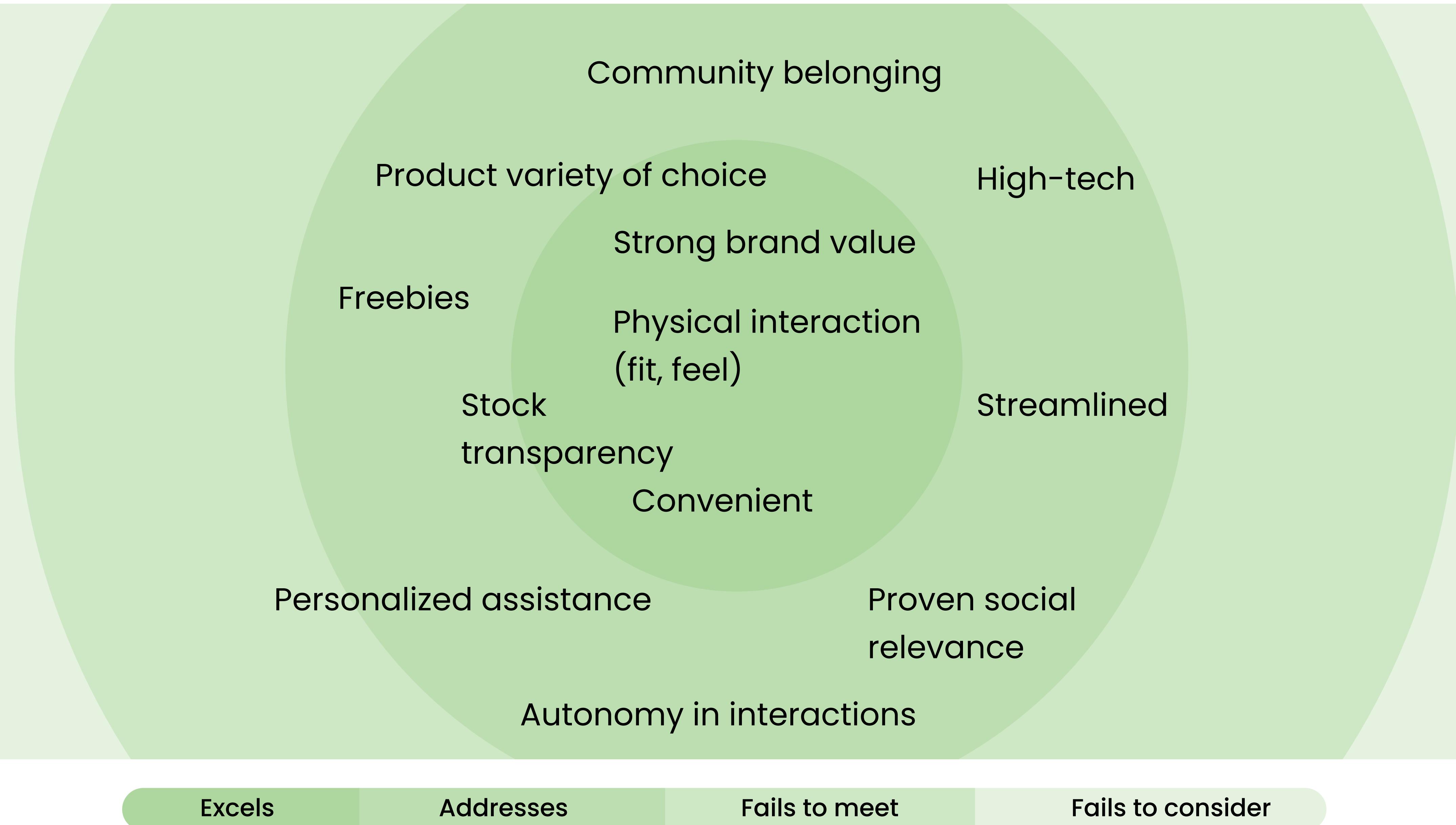
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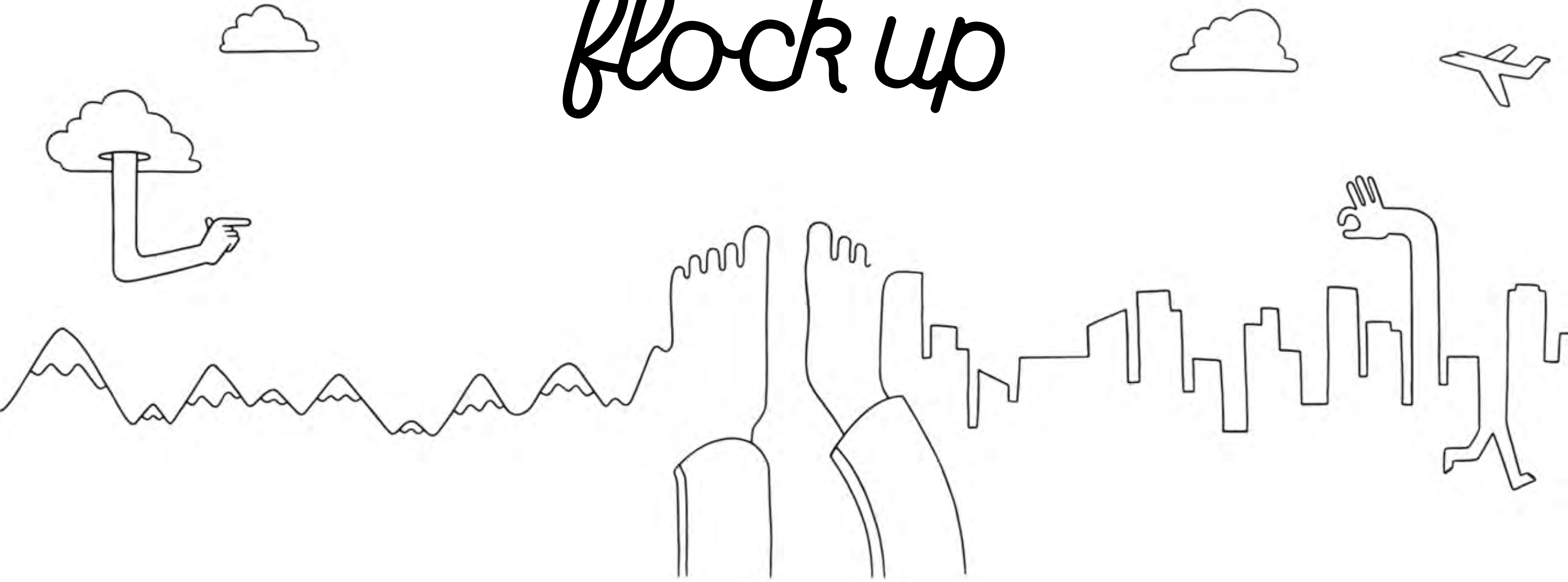
PROPOSED OFFERING





allbirds

flock up



Value Proposition

For understated fashion enthusiasts who are environmentally conscious and tech forward, the Allbirds x Google collab, “Flock Up”, centers tech, fashion, and sustainability in a cohesive and engaging experience that enables enthusiasts to look good, do good, spark good.

Tour Elements

1

Look Good

 Branded collaboration

 Made by local artist

2

Do Good

 Direct donation matching

 For a cause

3

Spark Good

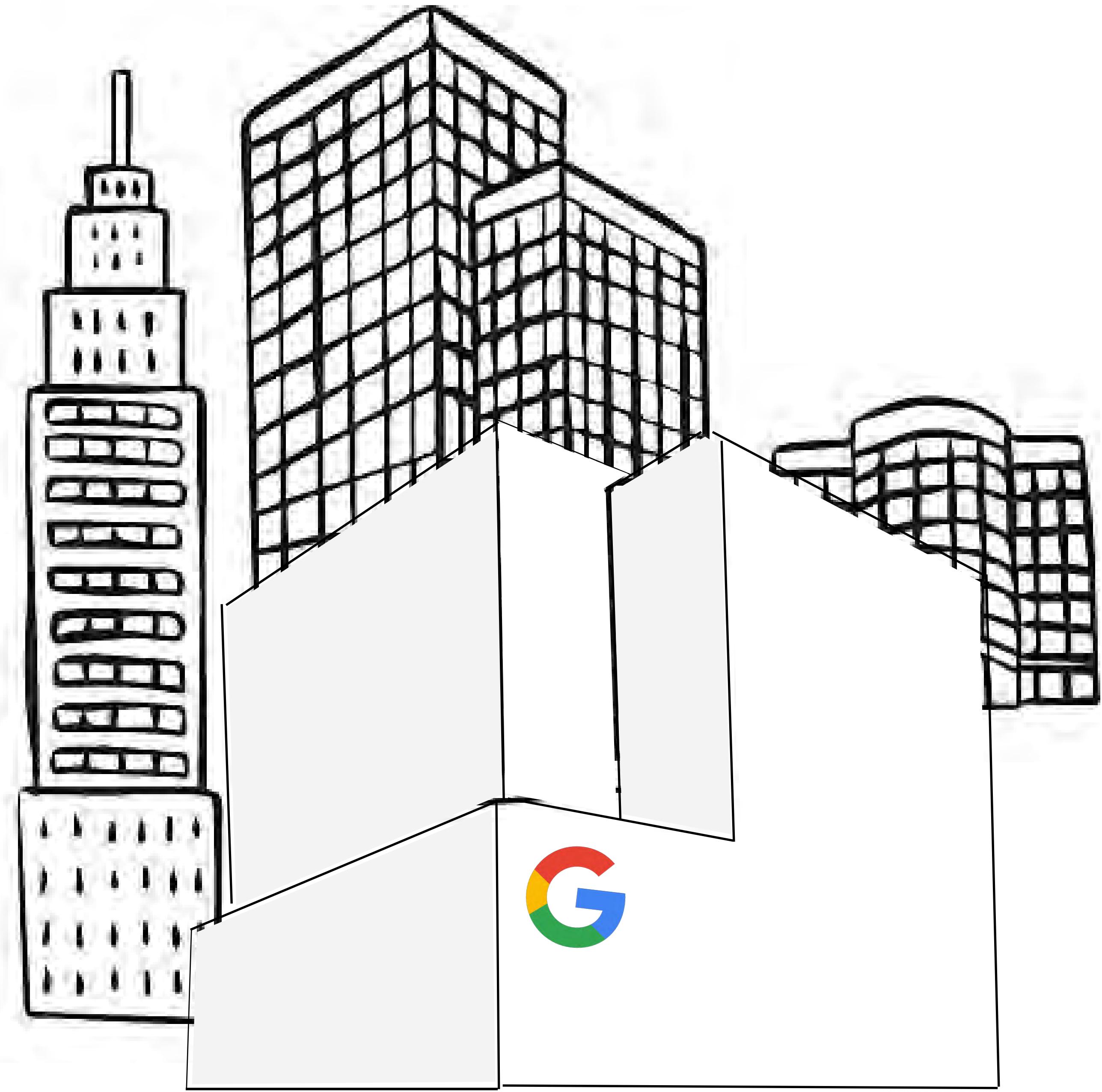
 Meaningful engagement

 Sustainability-centered



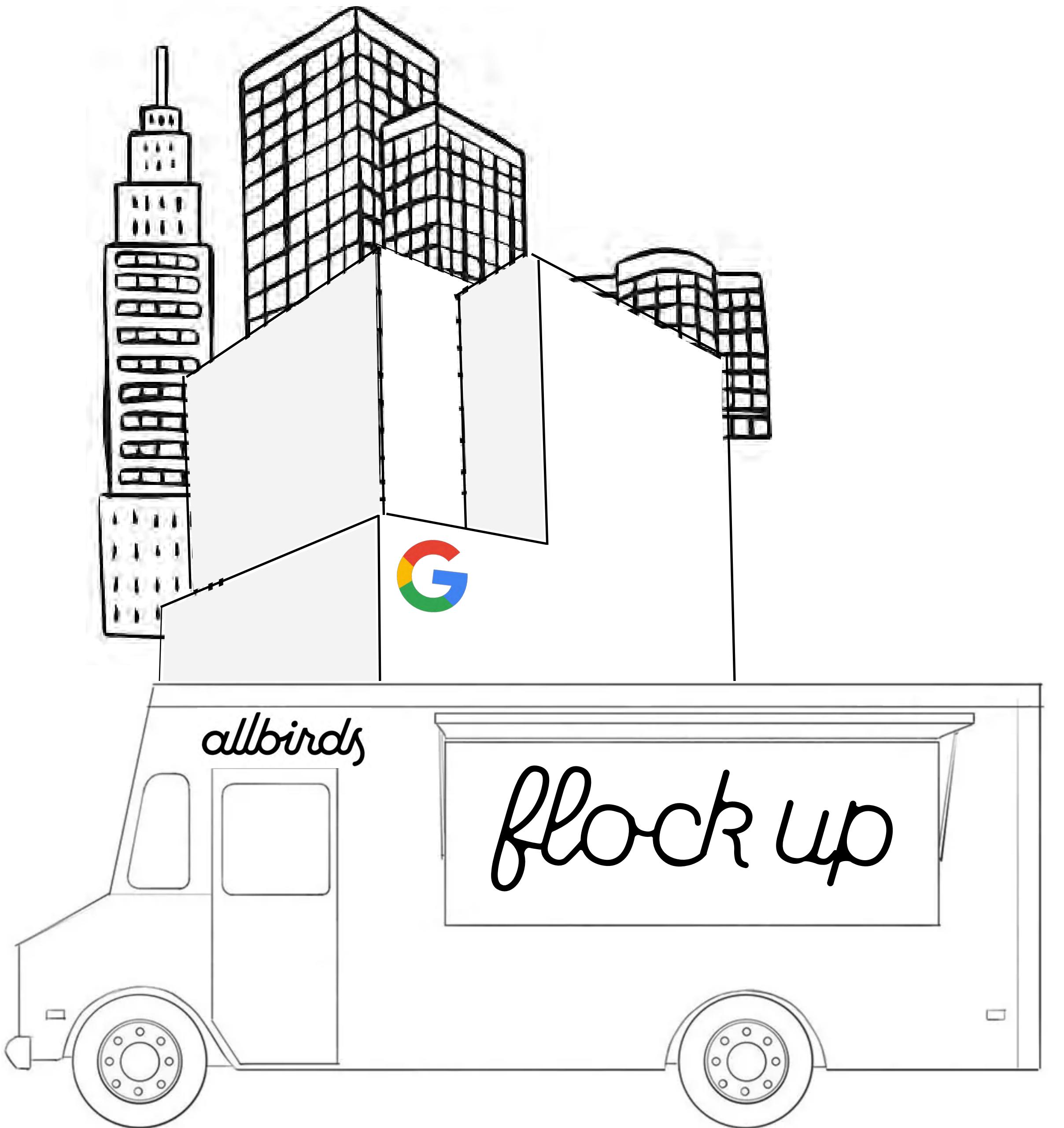
Meet Caleb Coolson

- 35 years old
- Wife, 2 kids (4, 7)
- 5 years on Google product team
- Wouldn't consider himself high-fashion, but puts time and effort into curating his closet
- Likes to take public transit to work, but will Uber if it's raining or otherwise inconvenient



On a regular day, Caleb arrives at his Google office...

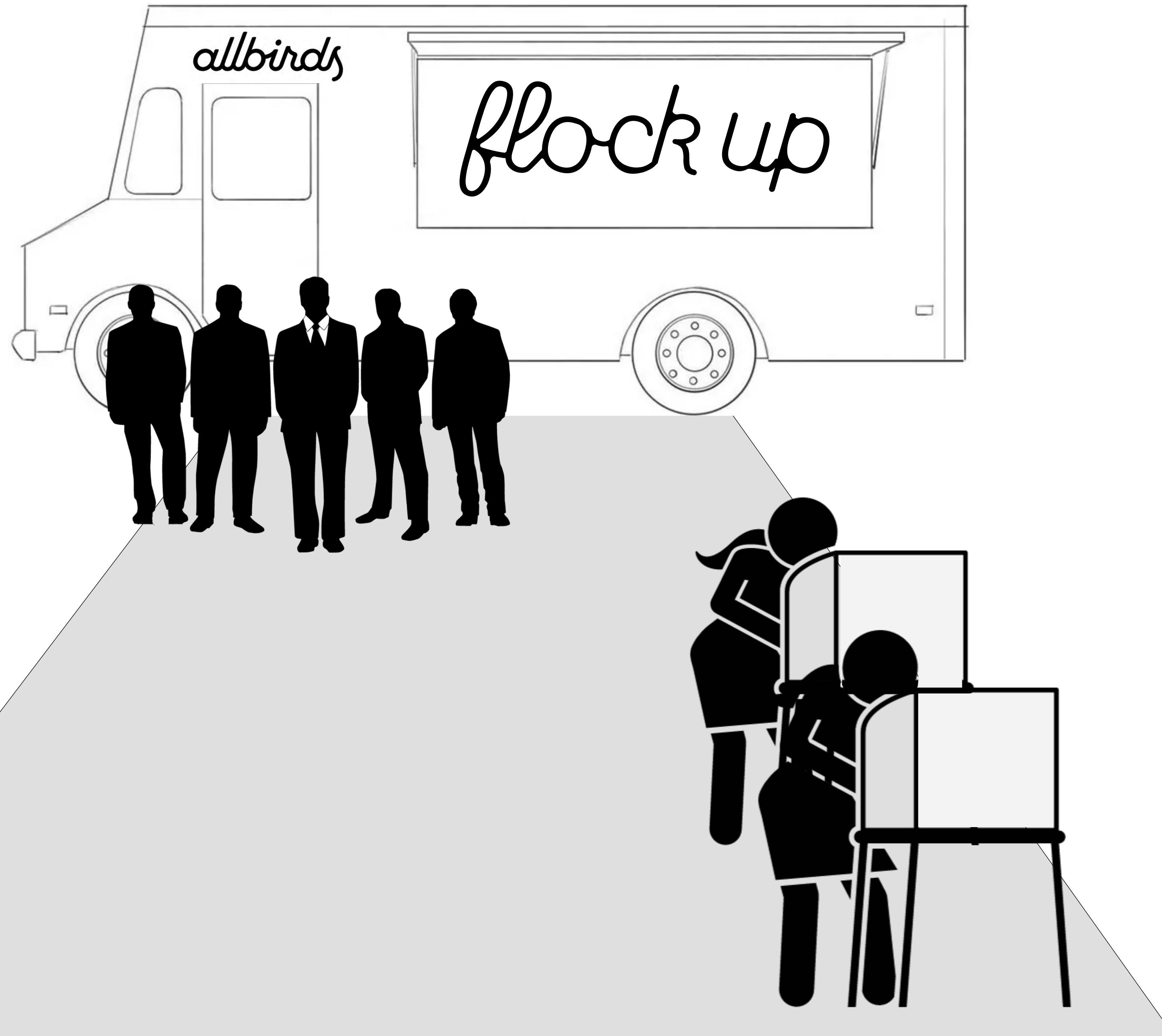
But today is different; its the day he has been hearing about for weeks...



On a regular day, Caleb arrives at his Google office...

But today is different, its the day he has been hearing about for weeks...

**It's the start of the
Allbirds x Google Flock Up
event at the Googleplex.**



YOU

DAY 1 | WEDNESDAY

⌚ Lunchtime ⚽ Parking lot

Meet the Makers

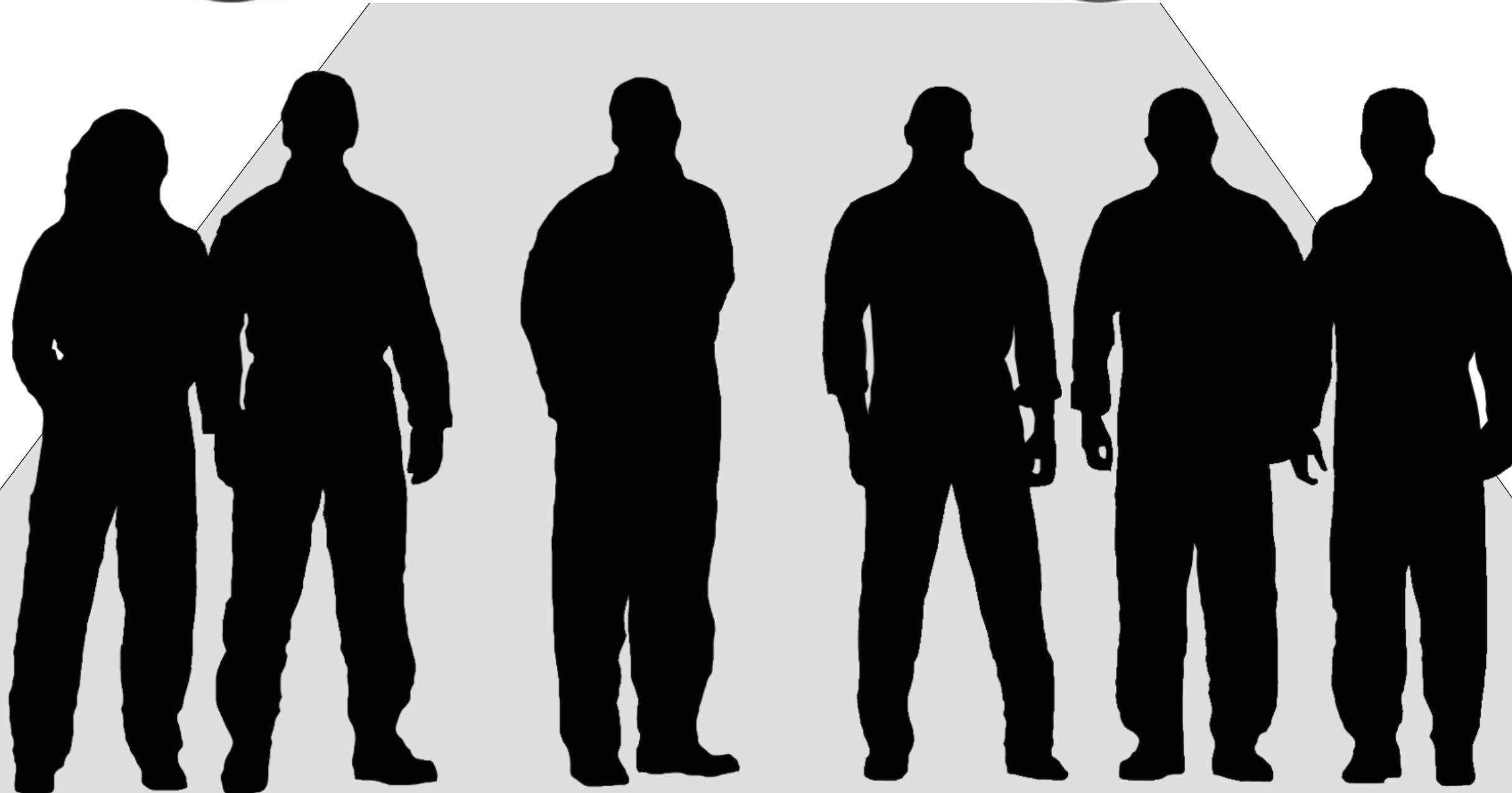
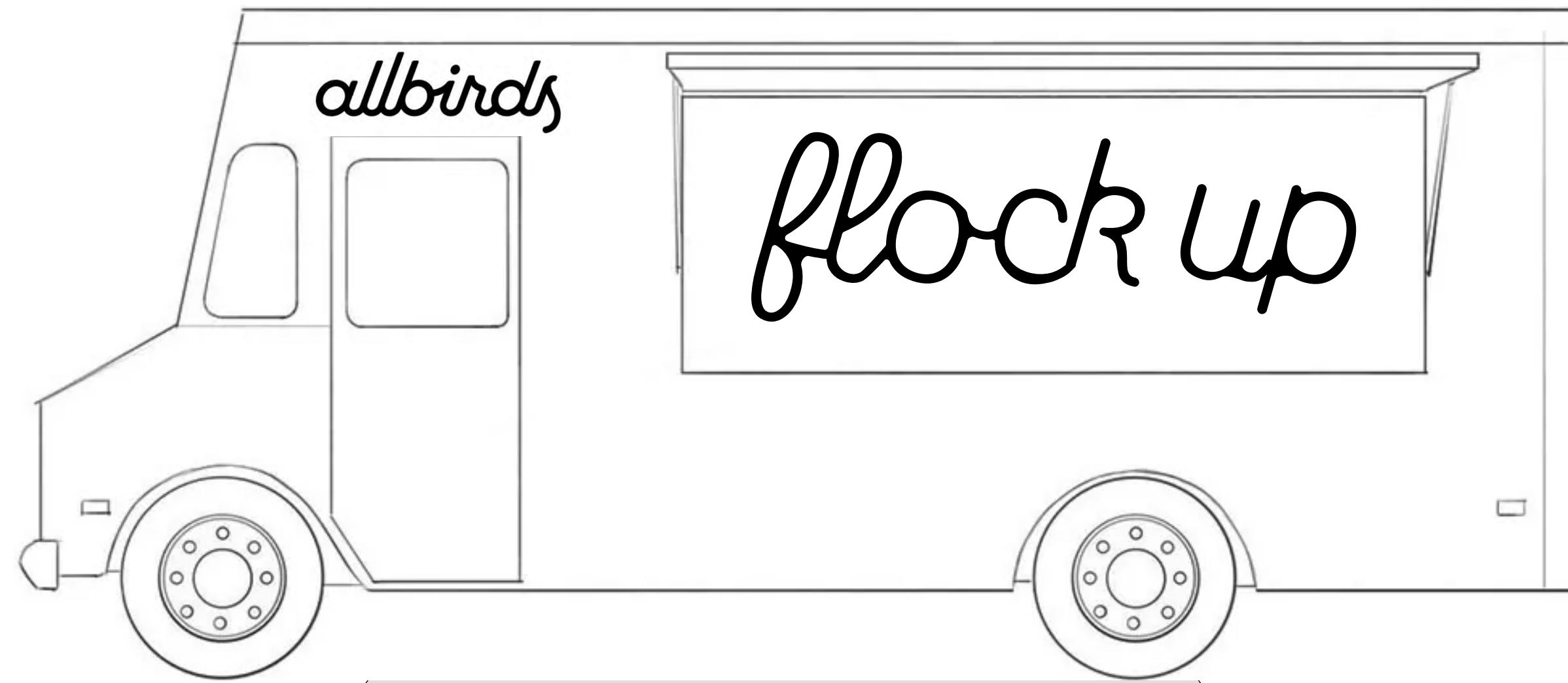
Explore Allbirds' range of products
and find your perfect fit

Claim a Cause

Learn about and vote for local
sustainability initiatives

Get Hype to Swipe

Hear about Friday's exclusive
merchandise drop, the artist behind
the designs, and pre-order sizes



YOUR TEAM

DAY 2 | THURSDAY

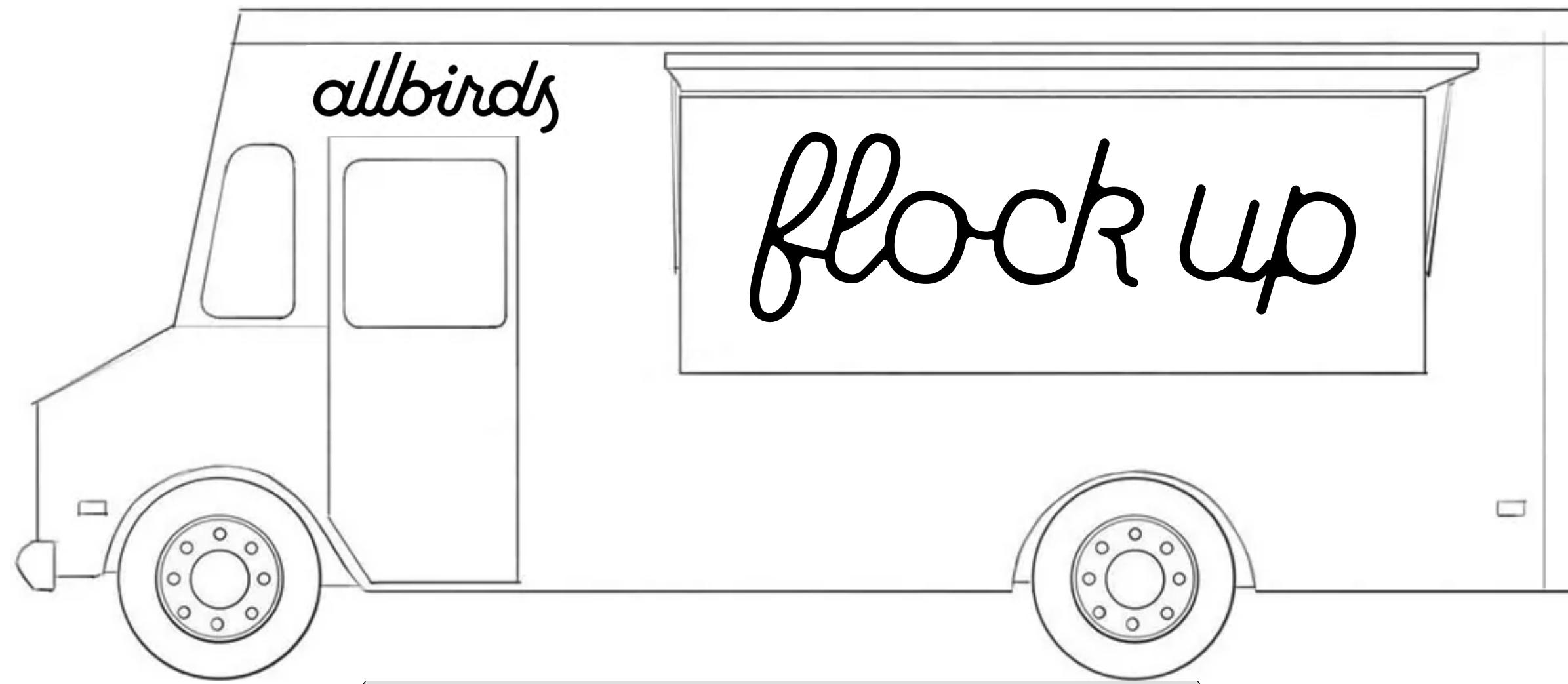
🕒 Lunchtime 📍 Parking lot

Build it Better

Team building activities centered around sustainability

Treat the Top

"Greenest" team announced from participating teams and members awarded artist-signed merch.



YOUR COMPANY

DAY 3 | FRIDAY

🕒 Lunchtime ⛽ Parking lot

Talk the Talk

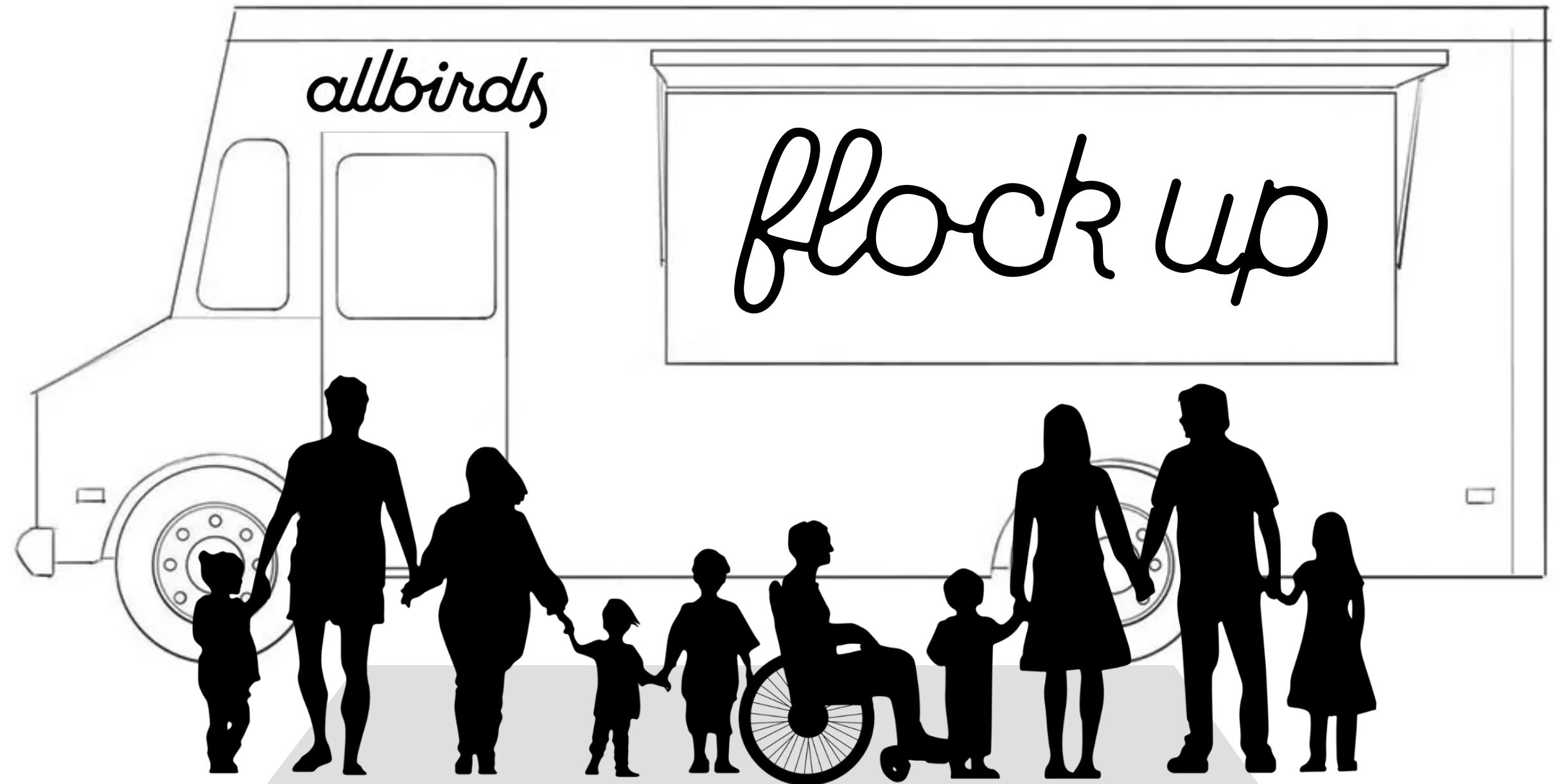
Keynote speaker highlighting sustainability in big tech and emerging technologies

Walk the Walk

Highlight plans for in-office sustainability practices



Caleb is able to apply what he learns at the talk to his own work at Google.



YOUR COMMUNITY

DAY 3 | FRIDAY

⌚ 5pm

📍 Parking lot

Shop the Drop

Learn about the cause and be the first to explore this Flock Up's merchandise.

Spread the Love

Bring friends and family to learn about where sustainability and tech meet and shop Allbirds products.

Solution Element

The truck

Artist collaboration

Voting for a cause

Team engagement

Keynote speaker

Merchandise drop

Open shopping

Revenue Streams

Access to Google employees

Increased brand awareness

Action-backed sustainable message

Enticement to Google execs

Strengthen ties between tech and sustainability

Merchandise sales

Merchandise sales

Resource

Truck, driver, Allbirds associates

Scout local artist

Research and submissions, omni-channel voting

Team building experts

Scout speaker, topic

Friday in office, Inventory

Omni-channel shopping



Step



Launch “Flock Up” in SF in collaboration with Google



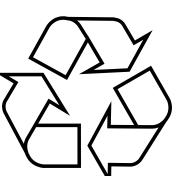
Meet target consumers where they are at



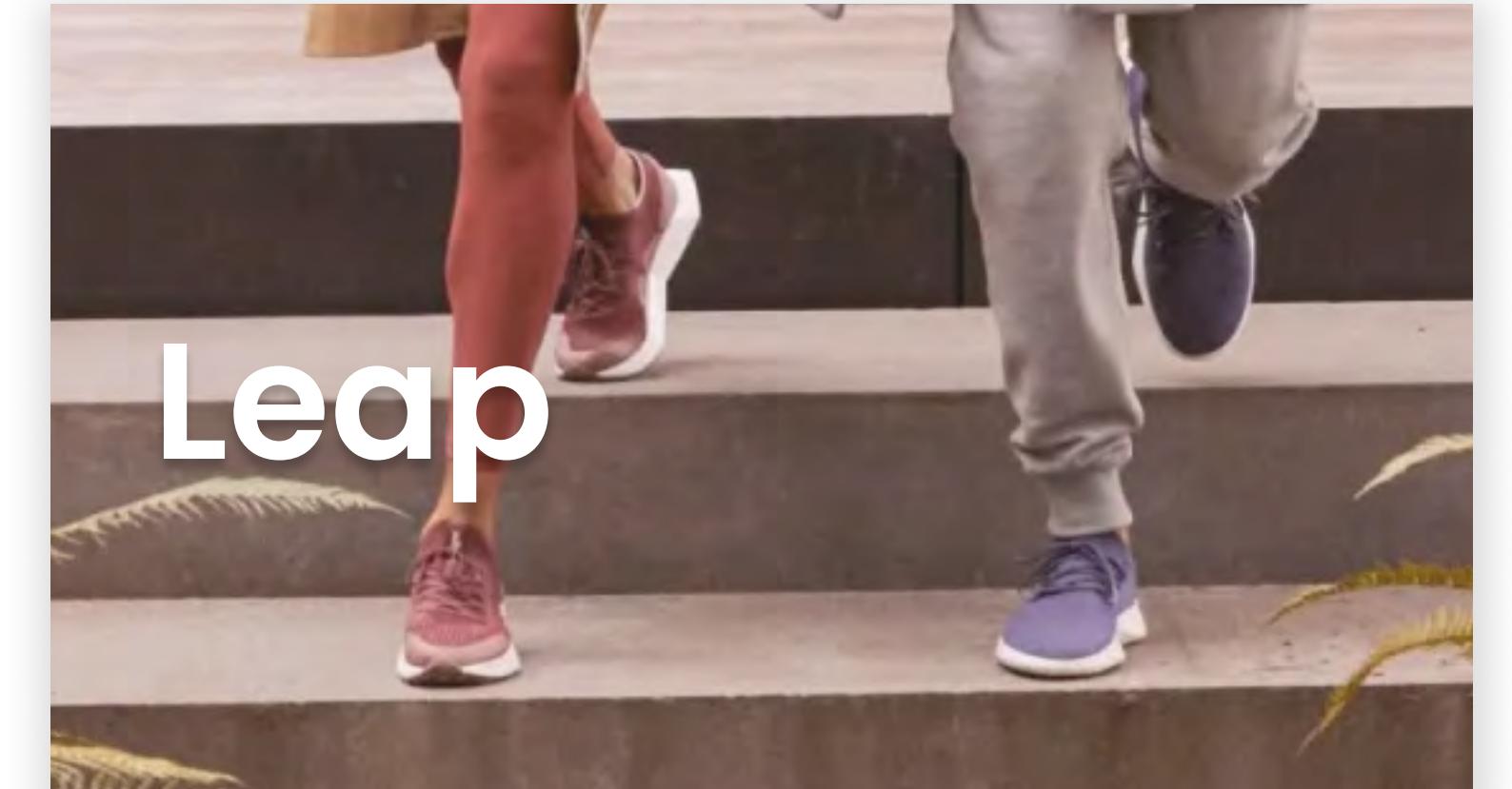
Create exclusive merchandise



Expand “Flock Up” to other cities around the states and collaborate with other big tech companies



Spreading sustainability message and initiatives becomes a focal point of brand



Leap

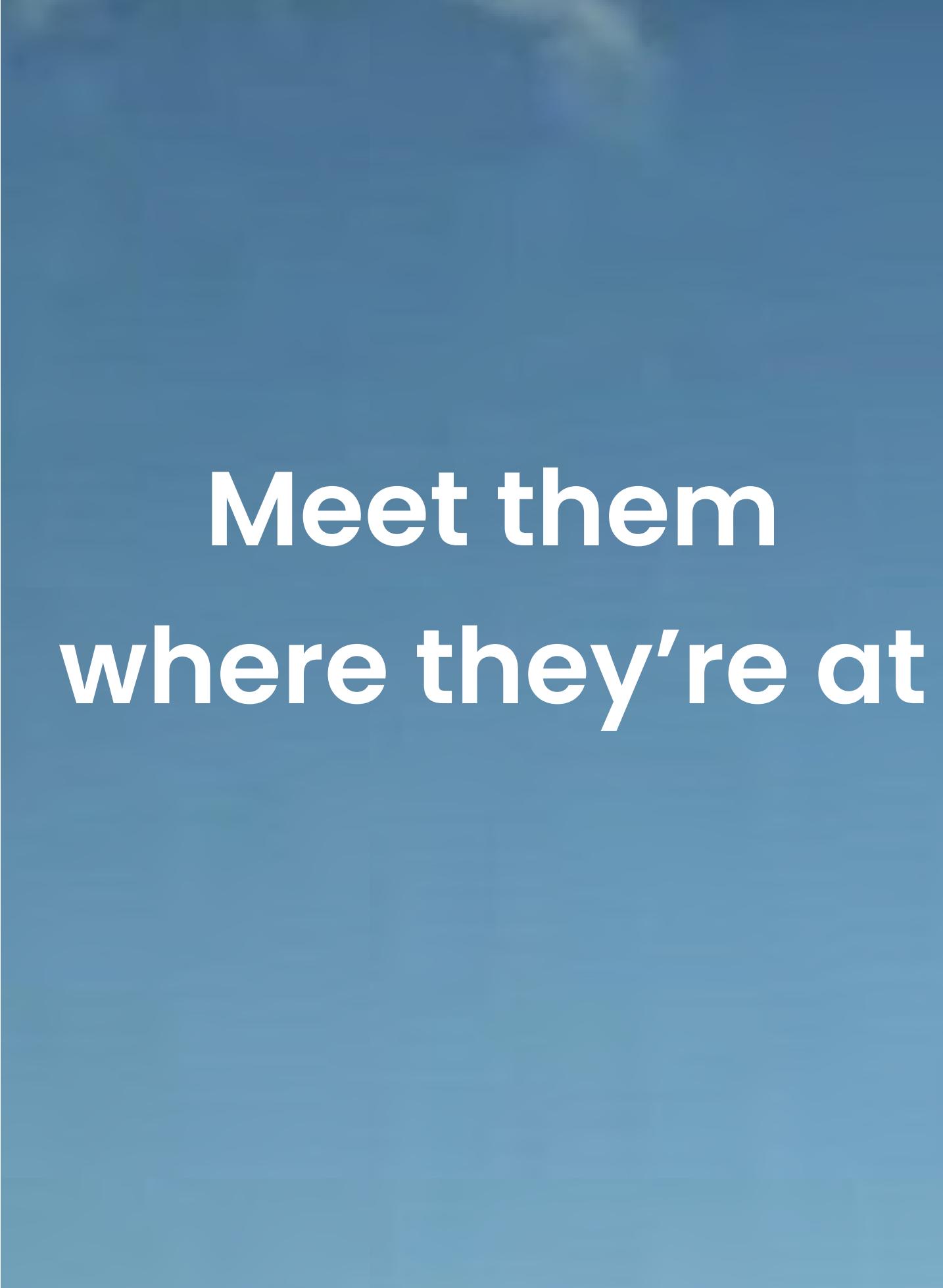


Expand globally to tech companies in cities around the world



Become a sustainability company that sells apparel rather than an apparel company that values sustainability

Insights



Meet them
where they're at



Give them what
they want



Let them take
the reins



flock up



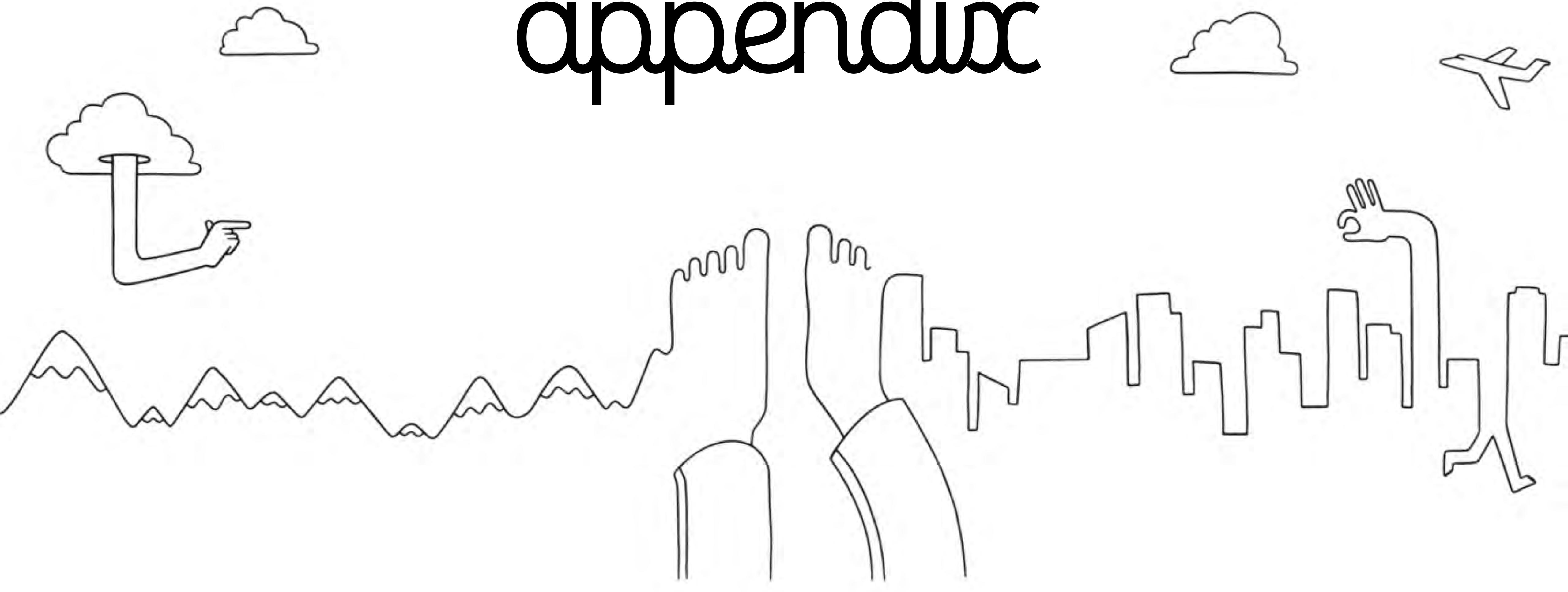


allbirds
flock up



The migration is coming...

appendix



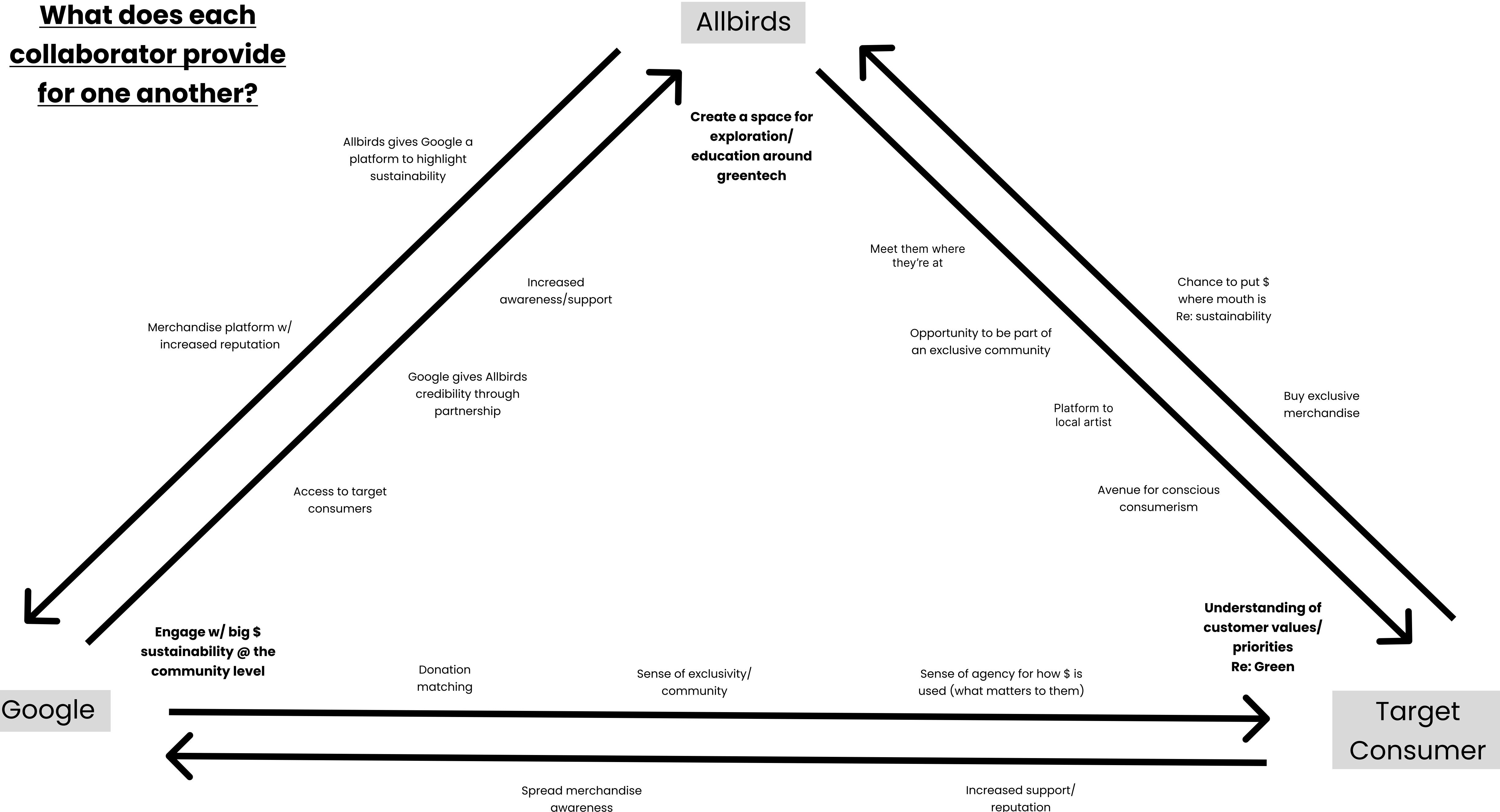
Where can we find them?



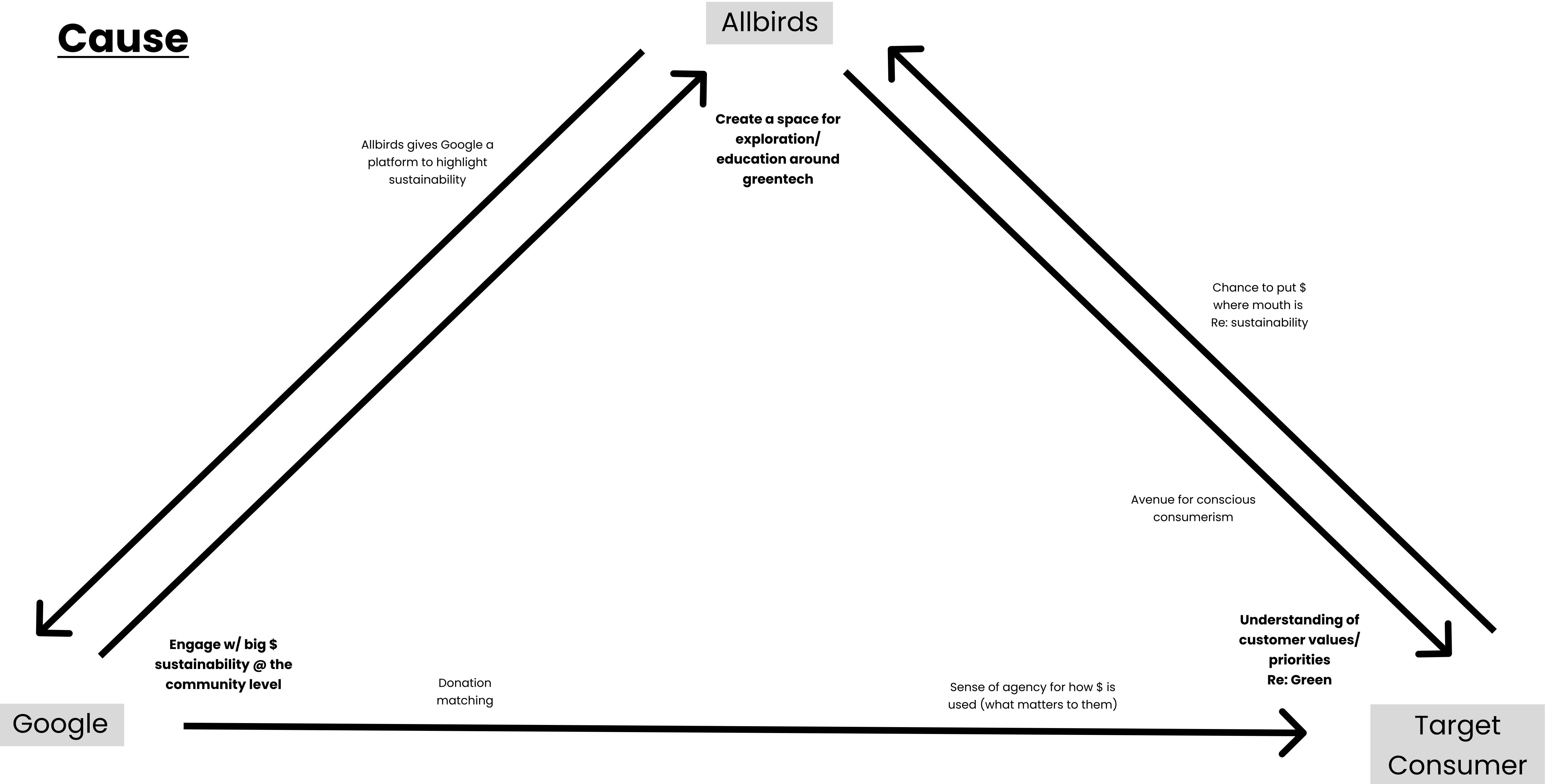
Google Office Locations



What does each collaborator provide for one another?



Cause



Merch

Allbirds

Merchandise platform w/
increased reputation

Access to target
consumers

Opportunity to be part of
an exclusive community

Platform to
local artist

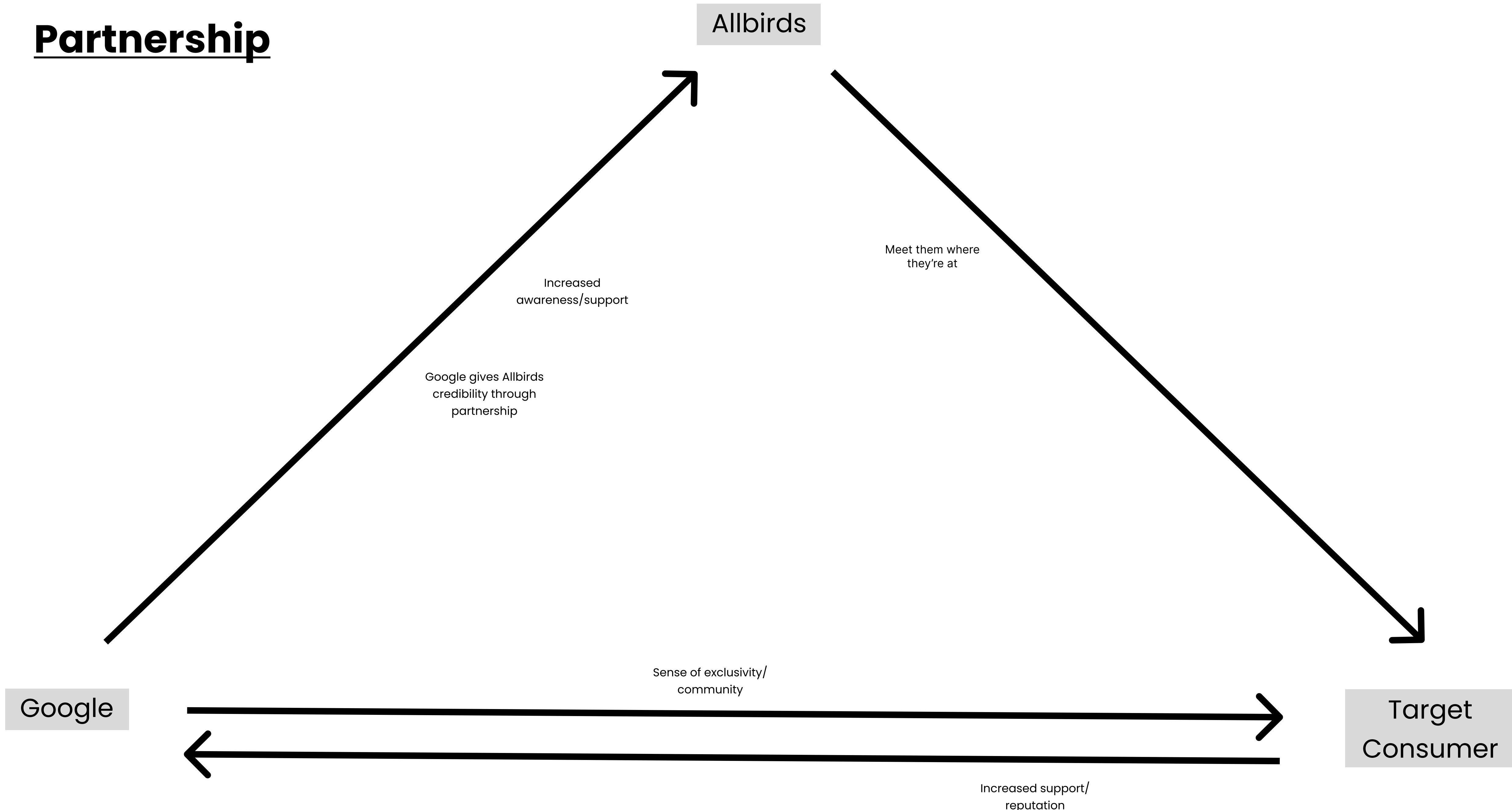
Buy exclusive
merchandise

Google

Target
Consumer

Spread merchandise
awareness

Partnership



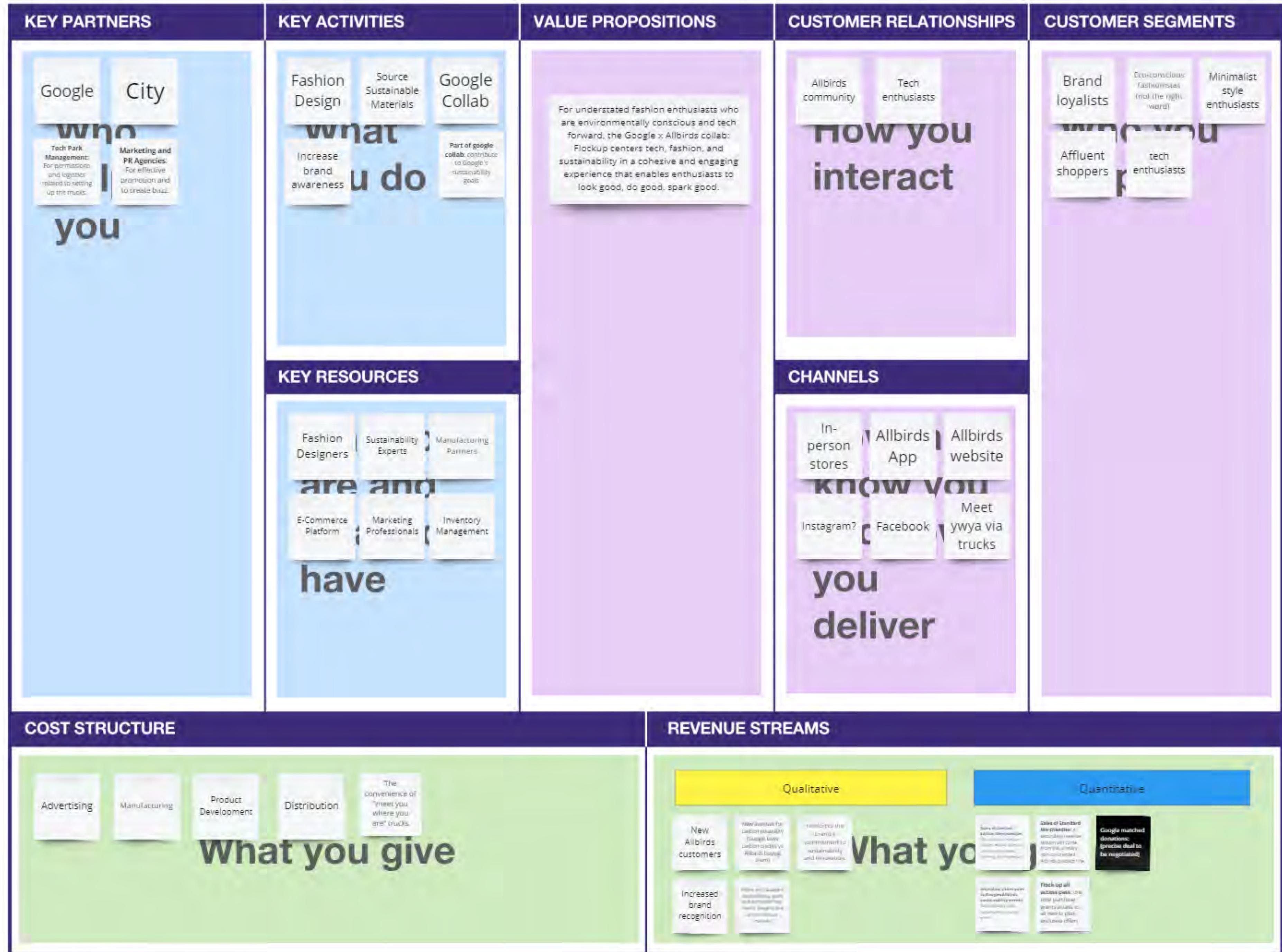
Allbirds

DESIGN INNOVATION
SEAGA DESIGN INSTITUTE at the
MCCORMICK SCHOOL OF ENGINEERING

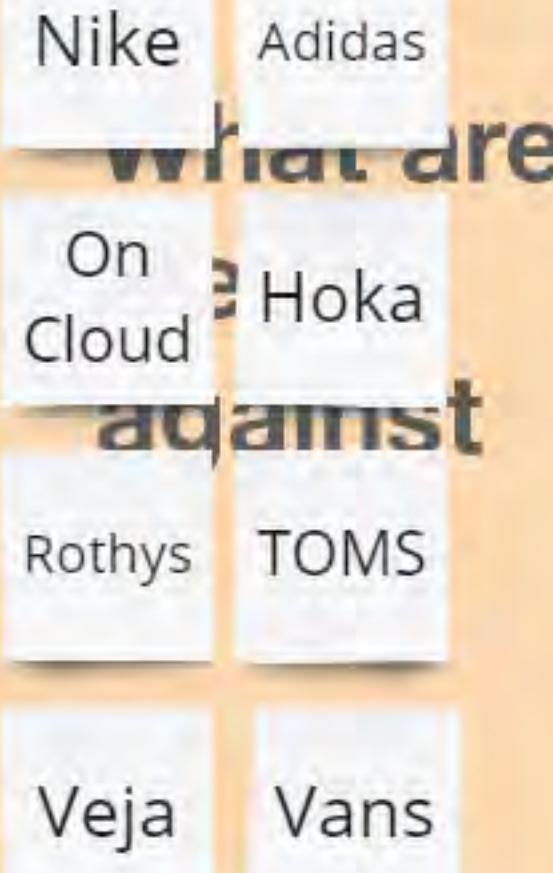
Northwestern

Toolkit:
Business
Model
Canvas

Framing:
Desirability
Feasibility
Viability



KEY COMPETITORS



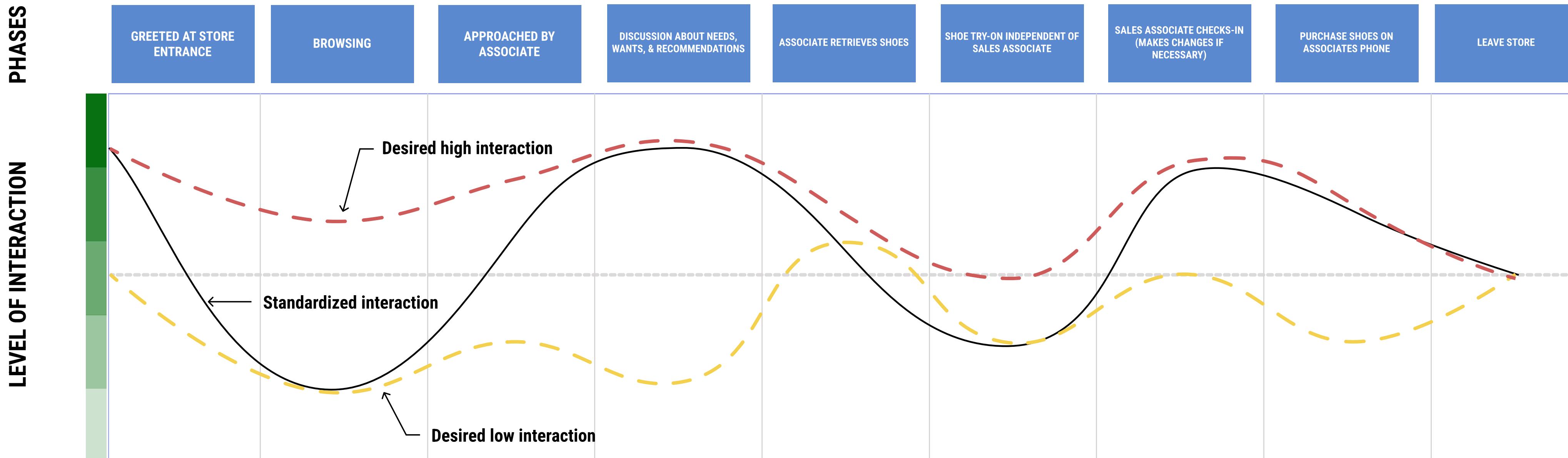
The level of desired interaction varies with each shopping instance and should be dictated by the consumer's preference

Scenario

Explore how different customers behave at each stage of the in-store Allbirds shopping experience

Expectation

Explore available styles and sizes and find a pair of shoes that fits their needs



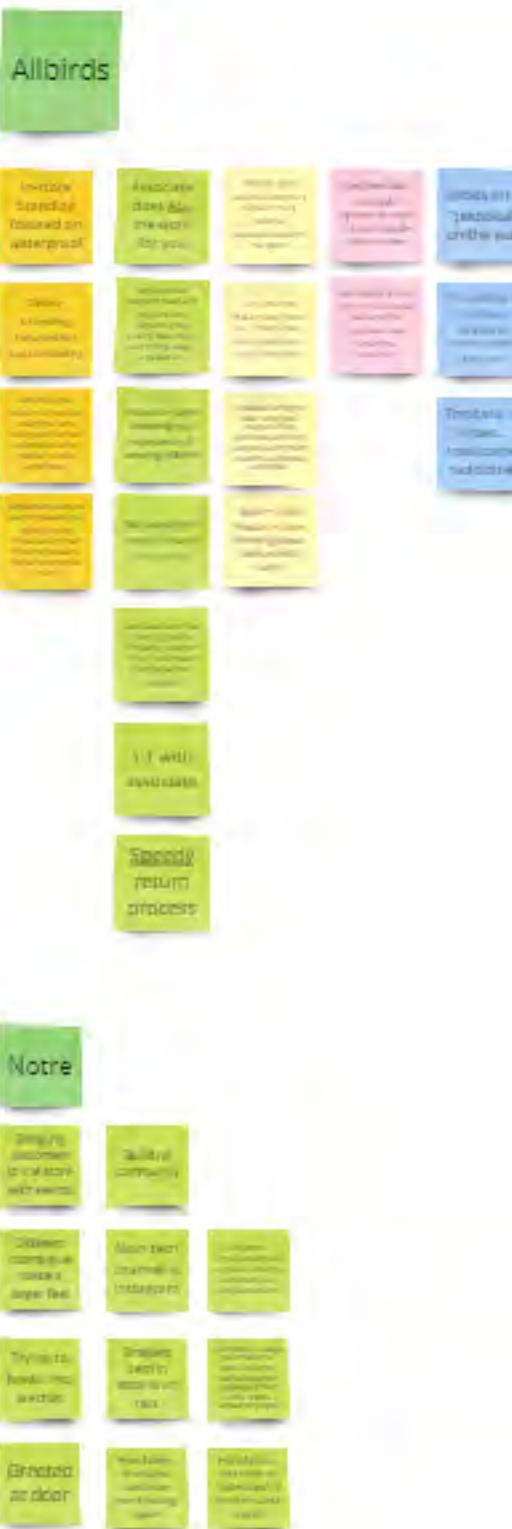
ACTIONS/OPPORTUNITIES

Greet at door	Associate recommendations	Associate knows all available sizes	Associate answers questions related to sizing, quality, return procedure, etc.	Shoes are available on rack	Associate analyzed fit	AI hype man	AI future recommendations
Greet by chatbot	Chatbot recommendations	Only styles available sizes shown	Chatbot available to answer questions on size, style, and procedure	Guided access to store room	AI virtual fit test	Associate hype man	Associate future recommendations
Be easily identified	Self guided exploration	Size comparison chart	FAQs and fit guidelines available and on display	Tech delivers shoes	Printable try-on/try before you buy	Deal or no deal button	Other also bought
Chatbot feature available	Recommendations based on personal trends	"Fan favorites"	Customer reviews on various products on display		Independent fit test	Place to put unwanted shoes	

Toolkit: Gather, Form, Frame - Empathy

Gather

Gather Information - What stood out in your research?



Empathy

Form

Form Insights via "IRA" - I now realize that....



Frame

Frame opportunities from Insights - How might we?



Gaining empathy for your stakeholders is a critical outcome of the design thinking process. Gathering, Forming and Framing supports the capture and organization of your research experiences in a way that is actionable - helping you shape categories for new ideas and opportunities. Through empathy, you are better able to understand and connect with how people might feel about their problem, circumstance, or situation.

Research Plan Consideration Set

SECONDARY RESEARCH

Brand identity centered around comfort and sustainability
Critics of Allbirds cite quick wear and tear as key issue
Brand visibility is limited

What do we already know?

Price is a negative differentiator (the high price point is a barrier to purchase customers outside their core target group)
Consumers welcome exciting AI/tech interventions for discovery

RESEARCH OBJECTIVES

Understand the benefit to a consumer who is buying allbirds
Understands how brand actions influence buying decisions; what/how much does a company that makes shiny shoes have to do to get customers to pay way too much for those shoes
Where do people learn about shoe brands and what would pique their interest - what would make a new company stand out

What do we want to learn?

How much are people willing to sacrifice (\$, time, quality, etc) to make sustainable shopping decisions
What omnichannel shopping methods/routes do consumers prefer or dislike?
What people like/dislike about in-store shopping experience
How people view the role of sales associate in a high-tech shopping space

RESEARCH SAMPLE

Allbirds users (in store, virtual)
Walkers

Who are we going to learn it from?

Customers shopping for shoes (both Allbirds and others)
Allbirds target demographic - young urban professionals

Extreme users

RESEARCH METHODOLOGIES

Interview users in store/virtually
Interview people walking around town (Chicago/Lincoln Park area)

How are we going to learn it?

1st person experience user journey in store
Observation of customers in store (both at Allbirds, and other shoe stores)

Toolkit: Design Research - Objectives

What is your challenge?	Challenge How might we inspire customers with dynamic and connected omni channel experiences?	Objective 1 Understand what benefits consumers get from buying Allbirds over other athleisure shoes.	Objective 2 Understand to what extent brand actions influence consumer buying decisions.	Objective 3 Understand how shoe brands differentiate themselves in the market in order to draw consumers into their physical and digital storefronts.	Objective 4 Understand how much consumers are willing to sacrifice (\$, time, quality, etc.) to make sustainable shopping decisions.	Objective 5 Understand what purchasing and experience channels (mobile app, web, in-store) consumers prefer/dislike in retail spaces.	Objective 6 Understand customers' expectations and views on sales associates in high-end, high-tech shopping spaces.
What do you seek to learn from secondary research?	Understand the values of the brand	Better understand consumer sentiment around sustainability	Note the technological interventions currently guiding the shoe retail space	Discover potential of AI and other technological interventions influencing analogous retail spaces	Learn why someone would not choose Allbirds when it aligns with their values of sustainability and comfort	Understand the competitive landscape and the strategies that similar companies are employing	
What do you seek to learn from primary research?	Deeper understanding of user experience at specific Allbirds touchpoints	Consumers first-hand opinions on AI in a retail space (especially their boundaries)	desires and frustrations of customers buying high-end shoes	Unmet expectations of customers of Allbirds shoes	First hand opinions about the weight given to sustainability vs comfort during decision making for purchase	Compare and contrast experiences of Allbirds shoppers across different retail channels (app/website/in-store) to find gaps in experience	What the discovery process was like for customers of allbirds. How did they find out about it?
Who do you seek to learn it from?	Current users of Allbirds	Customers who are shopping in store	Those who prioritize comfort and sustainability in purchases, but do not use allbirds	Early adopters of tech inspired shoes/fashion goods	young (25-40), tech bros (and sises)	urban professionals who fit Allbirds chosen target demographic	
Where will you learn it?	Allbirds store (in-person)	Through secondary research (forums)	Virtual interviews (Dscout)	traditional shoe store (in person)	lakefront trail (in person)		

What research methods will you use in the field? (mixed methods approach)	Personal Immersion	Observation	Contextual Interview	Virtual Interview	Interactive stimulus		
How will you use the environment as stimulus?	In discount interview - will take note of where they keep their allbirds and the state of the shoe	In in-context interview - Utilize the store environment to prompt questions about their choice to shop at Allbirds	In in-context interview - make observations based on customers interacting with the space to identify pain points and success points	During observation - compare observations between what is and what is not customer physical space	Ask consumers to take us shopping with them, follow them through the entire process	Have customers point out pain points in store experience, and why they chose to come in person vs online	
What might be an interesting way of stimulating discussions? (gamification, prompts, exercises, etc)	Users Ideal vs reality experience purchasing/owning Allbirds	Magic genie that could grant you three wishes when buying shoes	Magic mirror - if you could see yourself in a perfect pair of shoes, what would they look like? what would be different?	Provide interviewees with a list of adjectives that could be used to describe a positive or negative shopping experience. Have them sort or rank words.	Show pictures of different shoe store layouts/interactions	Bring a small whiteboard and have them quickly draw a store layout	Game - would you buy this for \$__? what if it had __? what would get you to spend \$__ on this?
How will you put your subject at ease? (remember, they are the expert and need to be treated as such)	No wrong answers	The recording will not be shared outside of the team	We are students who are learning how to do this research	Respectful of time/space when approaching subject in person	Give interviewees an out, especially in in-context interviews, so they can leave at any time		
What roles will team members play in the field?	Act as potential Allbirds buyer	One interviewer at a time	Have a notetaker, that in the field takes notes on paper	Have the rest of the team observe and take photos of space	Do not want to overwhelm interviewee with 5 people interviewing at once		
How will you debrief after conducting research?	Whole team discussion about initial learning immediately after	Non-interviewing team members watch back recordings	Notetaker transfers notes into stickies on board for easy synthesis	Those who watched recordings pull out important quotes	Whole team debrief meetings after everyone has watched recordings to organize key takeaways		
How will you capture and manage your research data?	Recording interviews (either audio or audio+video)	Have a notetaker for each interview	Take photos of physical spaces (ex. Allbirds store)	Capture key learnings on stickies for both a physical and digital board	Group key concepts and keep track of importance		

