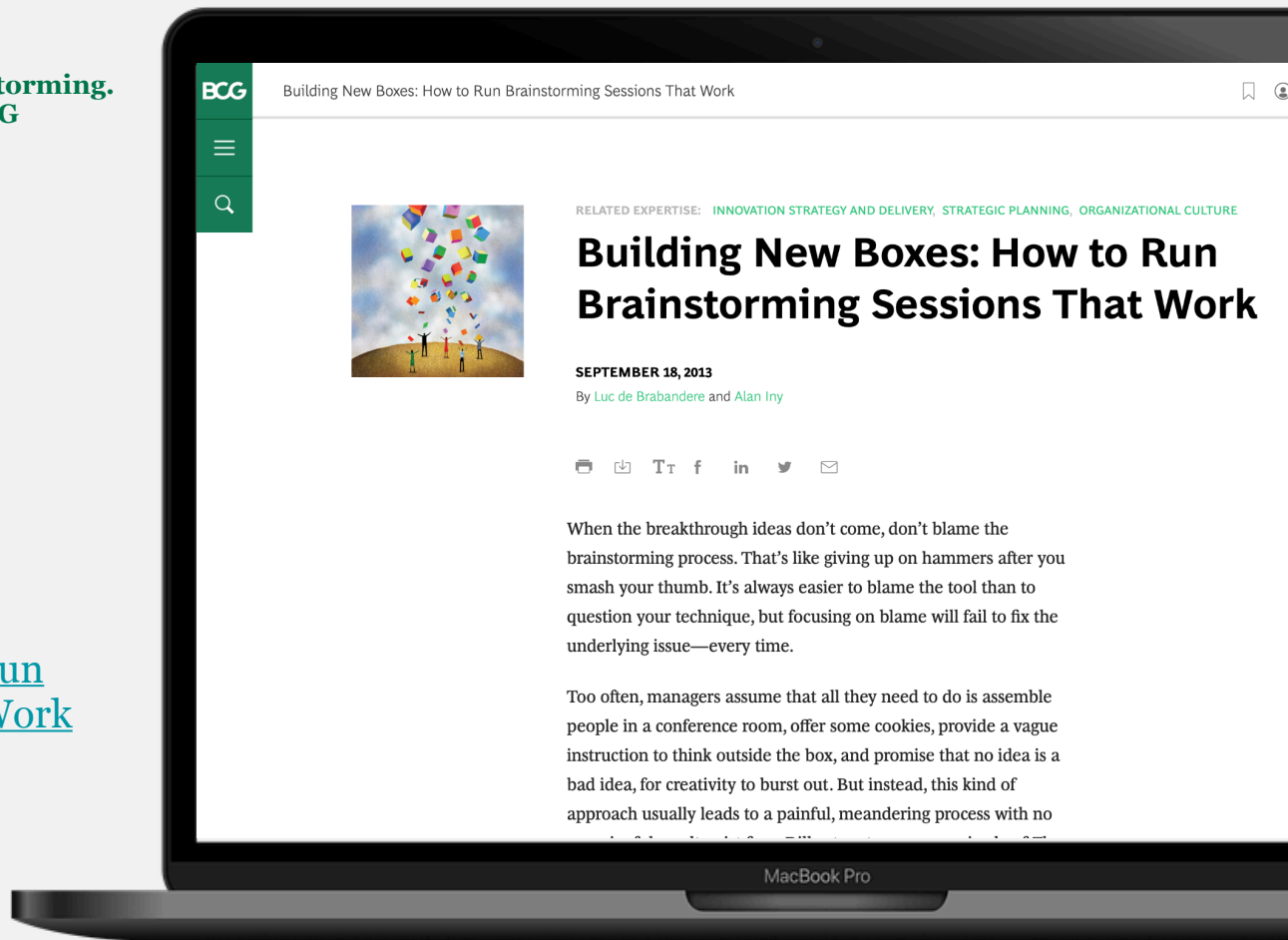# Building new boxes

We are going to discuss effective brainstorming. Start by reviewing this article on the BCG

[Building New Boxes: How to Run Brainstorming Sessions That Work](#)

The article offers five suggestions to achieve real, valuable insights from brainstorming

We will focus on three of these in today's task (as well as the brainstorming itself), highlighted in green

1.
Frame the question effectively

2.
Create creativity conditions

3.
Reveal and doubt your boxes

4.
Bring new boxes

Brainstorm

5.
Follow up

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Building New Boxes: How to ___ ___
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SEPTEMBER 18, 2013

By Luc de Brabandere and Alan Iny

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Your task

BCG has been brought in to help ClothingCo, a luxury clothing brand, grow their top line (i.e., increase revenue) after a period of declining sales.

The client is gearing up for the winter season. Imagine that you are a strategy consultant working on the project.

You will enter your responses in the green boxes throughout the remaining slides.

Frame the question effectively

"If I were given one hour to save the planet, I would spend fifty-nine minutes defining the problem and one minute resolving it."

– Albert Einstein

Question to be reframed
How could we sell more outerwear this winter season?

–

Revised, effective questions:
1. What are the current trends in outerwear that resonate most with our target luxury segment?
2. How can we enhance the perceived value of our outerwear compared to competitors?
3. Which marketing channels are most effective in reaching potential customers looking for luxury outerwear?

–

Remember: A good question for brainstorming will be narrow and concrete, so that people feel they know how to begin answering it.

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Reveal and doubt your boxes

The first step in the creative process entails identifying and doubting one's current boxes and determining which ones require re-evaluation or replacement.

Make a short list of the shared beliefs and assumptions that likely prevail in ClothingCo. Determine which are still relevant and which need to be redefined.

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Bring new boxes

Prepare for brainstorming by creating new boxes to bring to the session; new boxes will nurture ideation and can dramatically increase the odds of a useful result.

Remember: Defining new boxes requires a mixture of analysis and art. Boxes need to be grounded in fact. Different sectors will call for different inputs.

Consumer Experience Integration

- **Holistic Experience**: Luxury consumers seek a seamless experience across all touchpoints, from online browsing to in-store interactions and post-purchase services.
- **Digital Integration**: Emphasize the role of digital platforms not just for sales but for enhancing the overall brand experience, including personalized recommendations and virtual try-ons.
- **Omnichannel Strategy**: Assumption that integrating online and offline channels will maximize reach and engagement with luxury outerwear consumers.

Sustainability and Ethical Practices

- **Consumer Values**: Luxury consumers increasingly prioritize sustainability and ethical production practices when making purchasing decisions.
- **Transparency**: Assumption that transparency about sourcing, manufacturing processes, and environmental impact positively influences brand perception and purchase intent.
- **Circular Economy**: Exploring assumptions about opportunities in recycling programs, upcycling initiatives, and extending product life cycles to align with sustainable luxury trends.

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Brainstorm

Choose one of the effective questions you created on slide 5, and a new box from slide 7, and brainstorm potential ideas to address the question

Question

What are the current trends in outerwear that resonate most with our target luxury segment?

New box

Consumer Experience Integration

- Virtual Try-On Experience
- Exclusive Online Previews
- Personalized Recommendations
- Interactive Social Media Campaigns

- Seamless Omnichannel Experience
- Tailored Customer Service
- Sustainable Luxury Messaging
- Limited Edition Collaborations

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