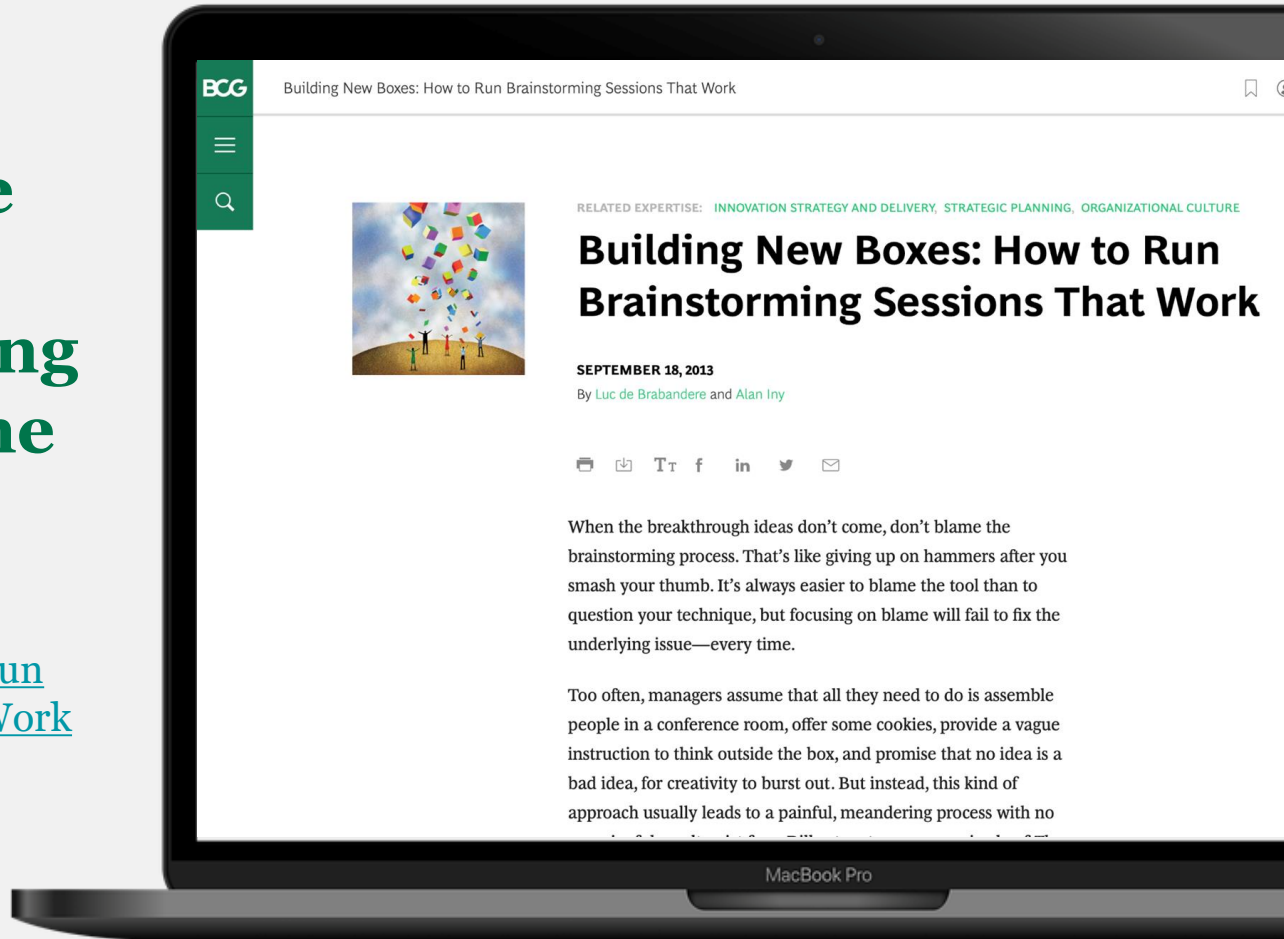


Building new boxes



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

[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 Run Brainstorming Sessions That Work

SEPTEMBER 18, 2013

By Luc de Brabandere and Alan Iny

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. How can ClothingCo differentiate its winter outerwear offerings from competitors in the luxury cloth market ?
2. What marketing strategies can ClothingCo use to effectively promote its winter outerwear collection to target customers ?
3. How ClothingCo optimize its supply chain and inventory management to meet customer demand for winter outerwear while minimizig costs ?

–

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

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.

In this fictional scenario, make assumptions that seem reasonable

—

What boxes currently exist that are still relevant?

1. Luxury clothing should be of high quality and craftsmanship
2. The brand should maintain a premium image and exclusivity
3. The brand's target customer is interested in fashion and willing to pay premium for high end clothing

—

What boxes currently exist that need to be doubted?

1. The brand's current product offerings are still appealing to the target customer base
2. The brand's current pricing strategy is optimal for maximizing revenue
3. The brand's current marketing and advertising strategies are effectively reaching and engaging the target customer base

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.

New box #1

Sustainability & Ethical Production

- Customers are increasingly concerned about the environmental impact and ethical implications of their purchases.
- ClothingCo's target customer base values sustainability and ethical production in the products they purchase
- ClothingCo can differentiate itself in the luxury clothing market by offering sustainable and ethically produced clothing
- Investing in sustainable and ethical production can lead to cost savings in the long run by reducing waste and improving efficiency

New box #2

Technology & Innovation

- The fashion industry is rapidly evolving with new technologies and innovations constantly emerging
- ClothingCo can leverage technology and innovation to improve its products and differentiate itself from competitors
- Technology can help ClothingCo streamline its supply chain and inventory management processes, reducing costs and improving efficiency
- Investing in research and development can lead to new and innovative products that attract and retain customers

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

How can ClothingCo differentiate its winter outerwear offerings from competitors in the luxury clothing market ?

New box

Sustainable & Ethical Production

- Use sustainable and eco-friendly materials in the production of winter outerwear such as recycled fabrics or organic cotton
- Partner with sustainable and ethical suppliers and manufacturers to ensure that the entire supply chain is environmentally and socially responsible
- Offer repair and maintenance services to extend the lifespan of outerwear and reduce waste
- Develop a marketing campaign highlighting the sustainable and ethical aspects of ClothingCo's winter outerwear collection to appeal to environmentally conscious customers
- Collaborate with environmental organizations or charities to raise awareness of sustainability issues and showcase the brand's commitment to sustainability

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 marketing strategies can ClothingCo use to effectively promote its winter outerwear collection to target customers ?

New box

Technology & Innovation

- Use social media and influencer marketing to reach younger, tech-savvy customers who are more likely to engage with brands online
- Develop a mobile app or online platform that allows customers to customise and personalise their winter outerwear, creating more interactive and engaging experience
- Use augmented reality or virtual reality technology to allow customers to try on winter outerwear virtually before making a purchase
- Partner with technology companies to create wearable technology that integrates with ClothingCo's winter outerwear collection such as heated jackets or smart clothing that adjusts to different weather conditions
- Develop a loyalty program that rewards customers for engaging with the brand on social media or using the mobile app