



STARTUP INSPIRED
**COURAGEOUS
MINDS ONLY**

**LEAN INNOVATION
& GROWTH APPROACHES**
to Future-Proof Bigcos

WE BRING
**LEAN INNOVATION
APPROACHES TO
FUTURE-PROOF
BIGCOS**



We are a battle-tested, Lean Innovation and Growth Strategy Firm that has spent the last 8 years leading Bigcos like Nike, Kimberly-Clark, American Express, and MARS to apply startup-inspired approaches against their toughest innovation and growth challenges.

CHECK YOUR “WE CAN’T DO THATS” AT THE DOOR. WE BRING THE APPROACHES AND COURAGE TO ALLOW YOU TO THINK AND ACT BOLDER.

We’ll lead you through solving any innovation or growth challenge, and help you to future-proof your company by building lean innovation capability that your organization can sustain.



Kimberly-Clark



MARS



BIGCO LEADERS WHO WANT TO STAY RELEVANT IN THIS NEW REALITY ARE FACED WITH A CHOICE.

Uncertainty is the new norm as markets become more fragmented and innovation is as likely to come from two college kids in a dorm room as it is from our traditional competitors. Bigco leaders who want to stay relevant in this new reality are faced with a choice: to rely on the same old processes to drive innovation and growth, or to fully jump into entrepreneurial methods that embrace uncertainty and change.

Our most successful clients are building a new foundation for innovation and growth that thrives on uncertainty, is both agile and accountable, and gives their teams the courage to favor experimentation over endless planning. This test and learn approach lets the results of the team's experiments guide what they decide to develop. Early testing moves swiftly and seamlessly into market without hefty moment-in-time quantitative hurdles.

Every company started somewhere. For Apple, Disney, and Google, it was in the garage.

But, it seems the larger a company gets, the more the courage, speed, and closeness to the customer that once filled their early days seems to give way to the bureaucracy and politics of scale.

THAT'S WHERE WE COME IN.

OUR MISSION

**ENABLE BIGCOS TO GET BACK
TO THEIR ENTREPRENEURIAL
ROOTS; BACK TO THE AGILE
GROUND FLOOR OF THE GARAGE;
TO OPERATE LIKE A STARTUP.**

GARAGE





TIME FOR CORPORATE LEADERS TO DOUBLE DOWN ON STARTUP-INSPIRED, LEAN INNOVATION CAPABILITY.

For Bigcos to stay relevant, mindsets and actions must align behind a full-on commitment to roll up their sleeves and truly build Lean Innovation Capability: a whole new way of leading and operating. New competencies, tools, and processes need to be integrated to enable leaders to build teams of next-generation, Bigco entrepreneurs who are capable of keeping existing businesses relevant and expanding into new ones.

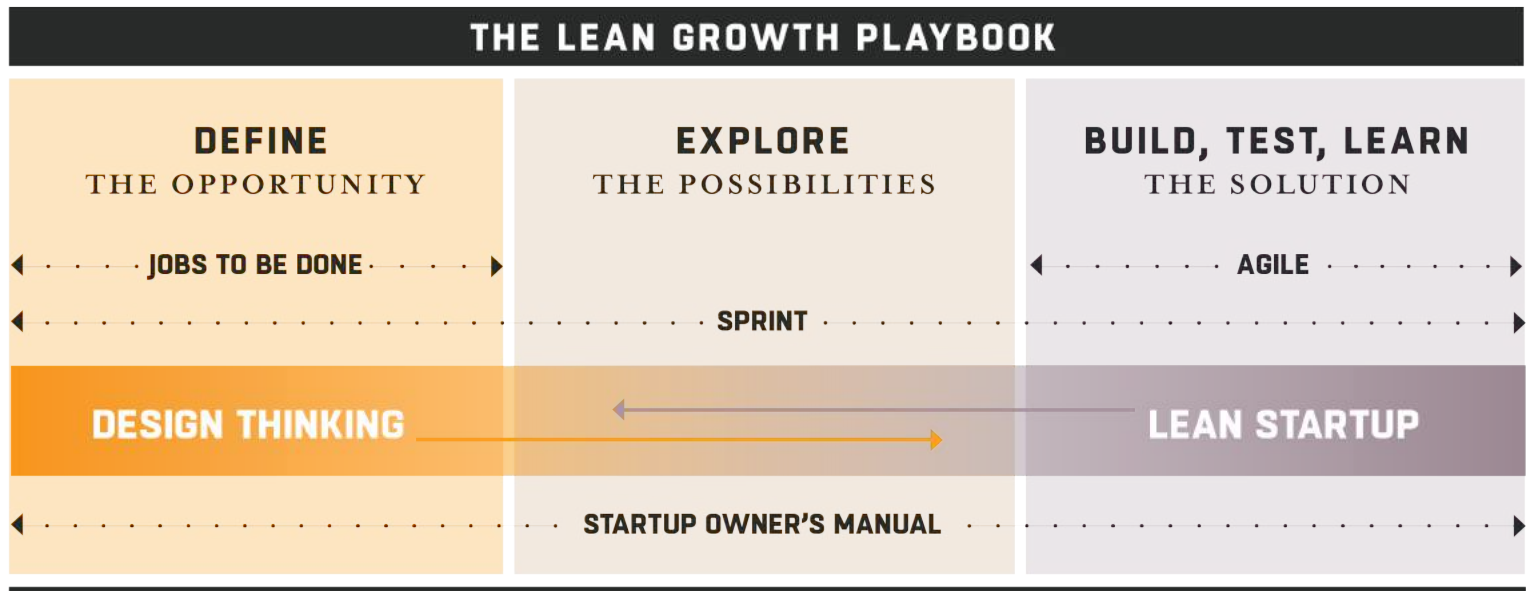
Our battle-tested approaches help you to build a foundation for Lean Innovation. We enable you to quickly generate stronger strategies and customer-relevant ideas against well-defined problems, and

iterate and assess ideas with customers real-time and in-market, even as you build them. As leaders and teams continuously leverage these approaches to solve tough challenges, they become stronger and more resilient. Like with learning any complex new skill, the process can be humbling, and take practice. But with the right discipline, effort, and courage to keep pushing forward, leaders and teams who stay the course get stronger each time they leverage these new skills to tackle innovation and growth challenges. We're there to lead you through the journey.

OUR FOUNDATION

Our Lean Growth Playbook pragmatically integrates the best frameworks and principles from tried and true approaches like Design Thinking and Jobs to be Done, with newer startup-inspired approaches like Sprint, Lean Startup, and Agile. Combining

principles, practices, and tools from each, along with competencies to hustle like an entrepreneur, delivers an integrated, battle-tested approach to Lean Innovation, where we quickly:



DEFINE

the opportunities we're solving for (using frameworks and tools from Design Thinking and Jobs to be Done)

EXPLORE

the possibilities (by leveraging Associative Thinking and Business Model Canvases)

BUILD, TEST, & LEARN

until we get to the right product, marketing idea, or solution (by applying framework tools and processes from Lean Startup and Agile.)

HOW WE BRING LEAN INNOVATION APPROACHES TO FUTURE-PROOF BIGCOS

Transforming & Building **THE INNOVATION PIPELINE**

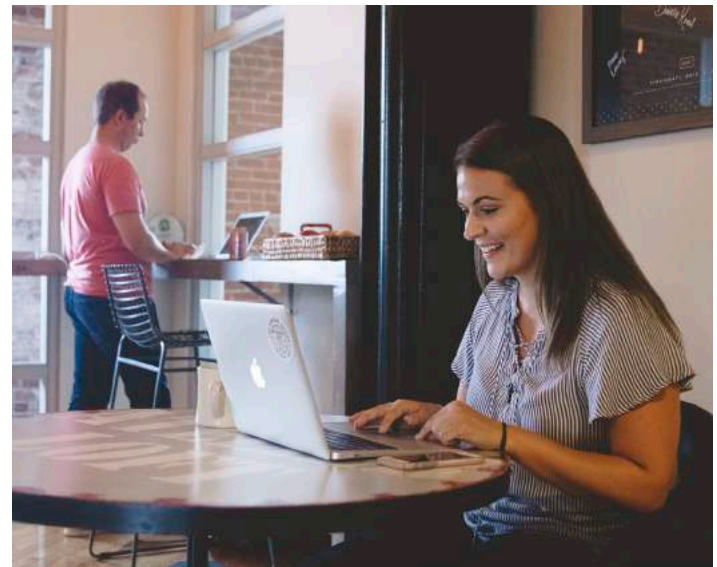
Transforming the way teams come up with and build what's next for the brand or product.

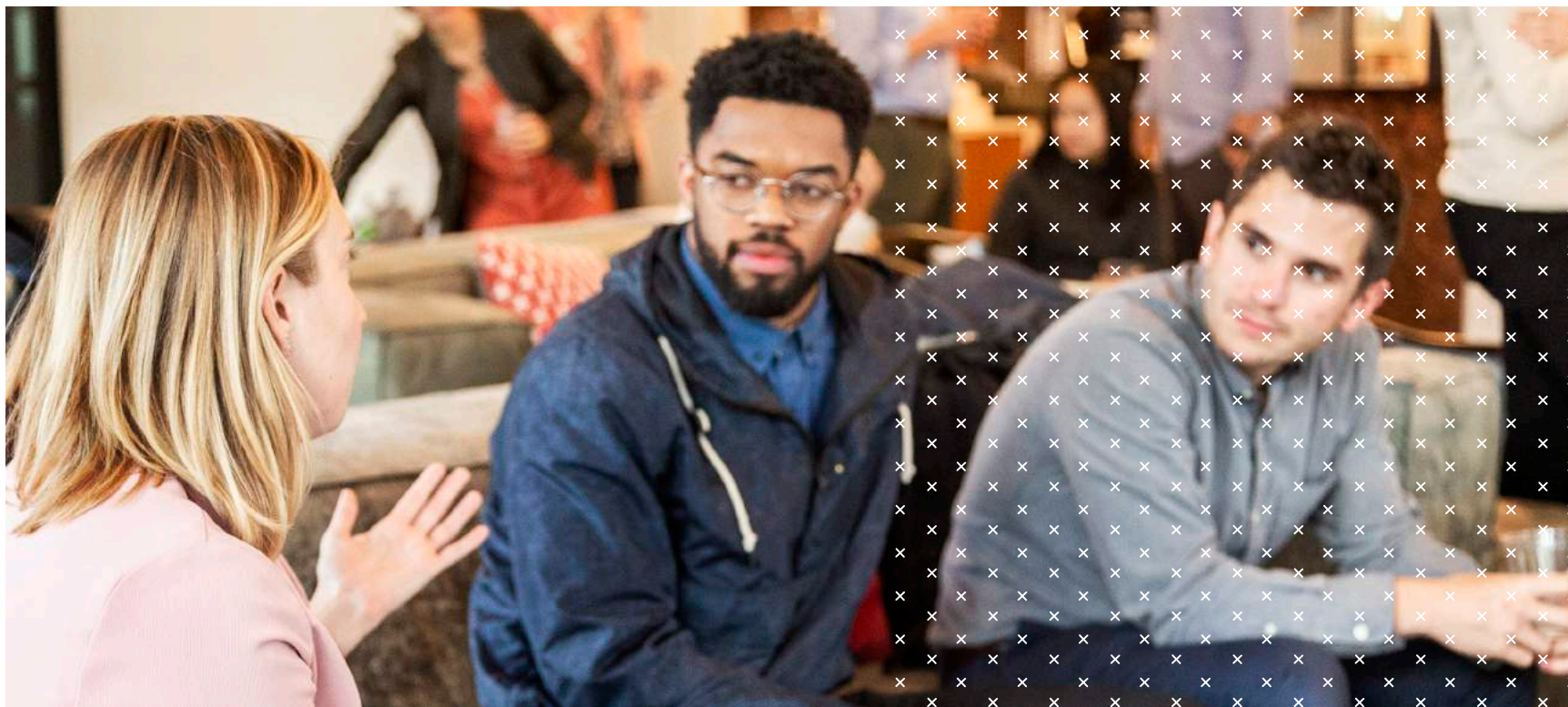
Tackling Tough, **STRATEGIC GROWTH CHALLENGES**

Tackling brand strategy challenges head-on with an entrepreneurial approach tailor-made for today's constant uncertainties.

Developing & Sustaining **LEAN INNOVATION CAPABILITY**

Building teams of next-generation, Bigco entrepreneurs.

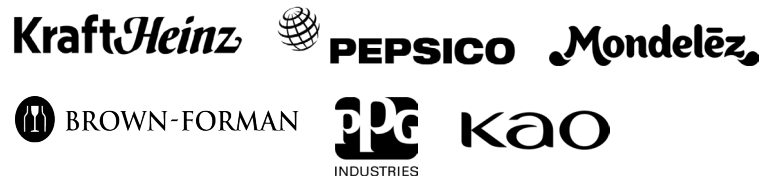




Transforming & Building the
INNOVATION PIPELINE

INNOVATION PIPELINE SPRINTS

Companies that we've partnered with for Innovation Pipeline Sprints include:



When the task is to revitalize an existing brand or explore whitespace opportunities, our 5-day Innovation Pipeline Sprints help teams take a smart, blazing-fast approach to:

DEFINING THE OPPORTUNITY

Define the consumer / customer Jobs to be Done leveraging multi-method approaches to learning. Entrepreneurial research methods like Digital and Social Media Ethnography help to fill learning gaps.

EXPLORING THE POSSIBILITIES

Once Jobs have been prioritized, we enable teams to develop a strong external perspective by sharing 100s of Trends & Analogs to stretch



their thinking. Next, we enable teams to build-out top ideas via a customized Business Model Canvas, iteratively optimizing with feedback from consumers, other team members, and experts from inside and outside the business.

BUILDING, TESTING, & LEARNING OUR WAY TO THE SOLUTION

Depending on the type of idea we're developing, we leverage a number of approaches for Building, Testing, and Learning. These approaches range from overnight, qualitative input on concepts to rapid-fire Lean Concept Development, Assumption-Based Development via smart Build, Test, Learn loops, or Prediction Markets.

ENABLING BREAKTHROUGH, CONSUMER- CENTRIC IDEAS FOR F500 FOOD BRANDS THROUGH 5-DAY INNOVATION PIPELINE SPRINTS



CHALLENGE

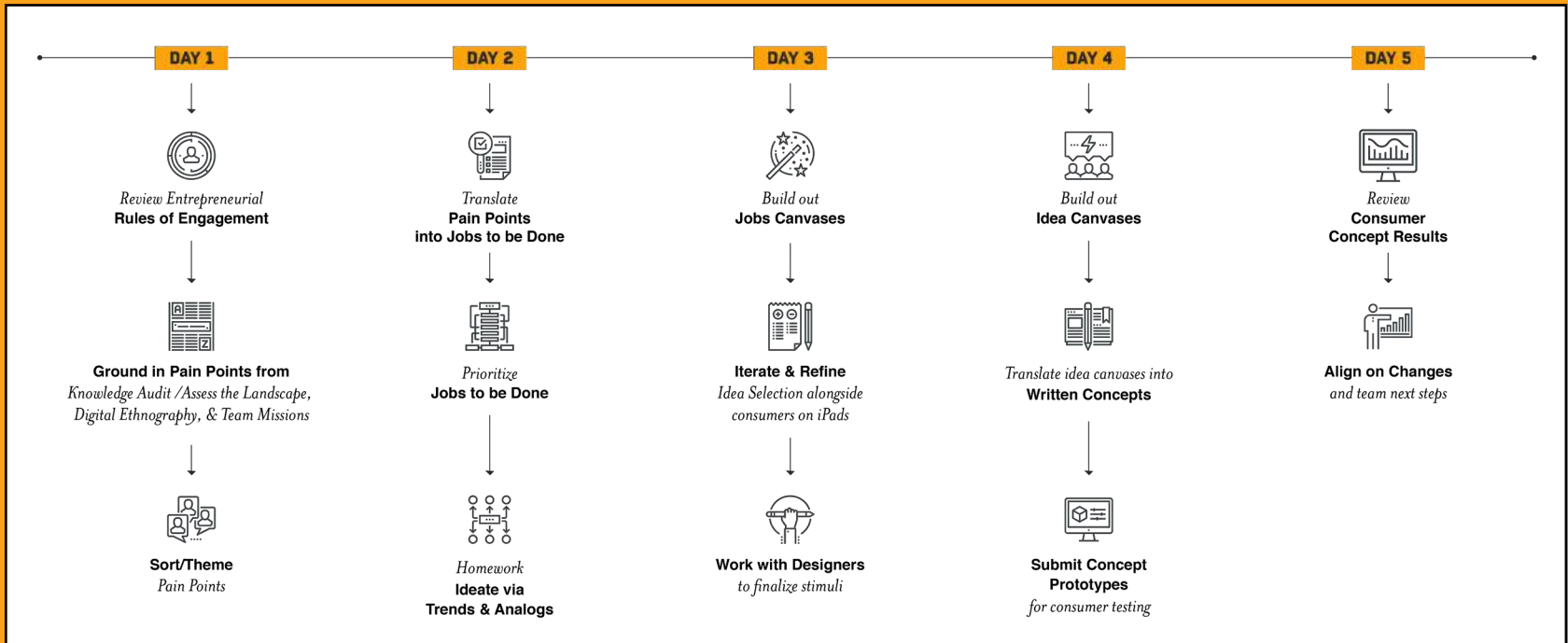
A heritage F500 Food & Beverage Company approached The Garage Group in January 2018 with the objective of revitalizing their portfolio with meaningful, consumer-first ideas to fill their 3-year innovation pipeline. Faced with evolving competitive pressure, the stakes were higher than ever to keep their iconic brands relevant, extend their existing categories into new spaces, and get products to market faster.



5-DAY APPROACH

We led the cross-functional team through pain point discovery via Digital Ethnography (14 recruited consumers), empathy-building Team Missions, and existing category expertise. From there, the team translated those pain points into Jobs to be Done, and prioritized Jobs to be Done based on strength of the external consumer need vs. the strength of brand's internal right to solve. Next, the team divergently ideated on solutions via an infusion of external inspiration. Once lead ideas were prioritized, the team explored 10 divergent directions in parallel, building out a customized Business Model Canvas per idea, iteratively fielding questions with consumers in real-time on iPads (9 recruited consumers) and scrappy phone-a-friend's (6-8 consumers). Translating canvases into consumer-facing concepts, we fielded overnight qualitative research (30 recruited consumers).

See the diagram to the right for an example of the workflow of one of these 5-day Innovation Pipeline Sprints:



IMPACT

With iterative input from 50+ consumer touchpoints in 5 days, the team has transformed their historical linear process of uncovering insights to idea creation. By Day 5, the team was equipped with 10 consumer-vetted concepts ranging from product to packaging innovation, each designed to solve for a distinct consumer Job to be Done. The following week, the team implemented their holistic action plan, designing experiments to learn on critical questions and key assumptions to determine which ideas could be accelerated for launch. This 5-Day Innovation Pipeline Sprint has now set the bar across the organization for Jobs-based pipeline development.

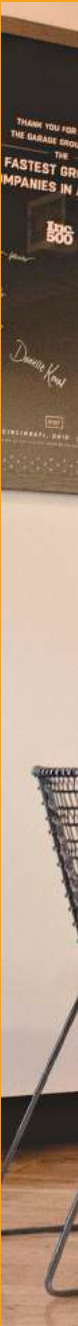
“The Garage Group Sprint process brought a whole new level of speed and rigor to the organization that was needed to reframe our approach to creating an innovation pipeline for many categories and rapidly assisting us in creating those pipelines in less than weeks.”

- CONSUMER INSIGHTS LEADER, F500 FOOD AND BEVERAGE COMPANY

”

The process was definitely entrepreneurial in terms of access to quick tools and knowledge, but, felt premium and polished in execution — which fits nicely in our culture. The Garage Group didn't push a solution on us, but enabled us to discover and embrace the destination on our own, which will benefit us way beyond this project.”

VP, GLOBAL BRAND DIRECTOR F500 FOOD AND BEVERAGE COMPANY



— THE — GARAGE GROUP

CIN • OH



Tackling Tough,
**STRATEGIC GROWTH
CHALLENGES**



BRAND STRATEGY SPRINTS

Companies that we've partnered with for Brand Strategy Sprints include:

Kellogg's



Nationwide®
is on your side

MARS



Kimberly-Clark

Traditional brand strategy approaches are painfully slow, tedious, and inflexible compared to the pace of change in the market. Brands need bold ideas and strategies. Even the best, most experienced leaders need a new approach. The new approach must not only generate these bold new ideas, but quickly de-risk them and move them to market seamlessly. What got you here won't get you there.

That's where The Garage Group comes in.

Our blazing fast Strategy Sprint workstreams enable teams to smartly tackle uncertain brand strategy challenges, enabling sometimes dramatic changes, moving fast to market, mitigating risk and optimizing along the way.

BRAND STRATEGY SPRINTS ENABLE TEAMS TO TACKLE MANY TYPES OF STRATEGIC CHALLENGES:

REVITALIZE AN EXISTING, STRUGGLING BRAND

Quickly refocus brand strategy by re-establishing brand fundamentals and exploring robust, ownable spaces for innovation.

TRANSFORM THE CUSTOMER EXPERIENCE

Transform long standing pain points into positive, memorable experiences in an omnichannel reality.

REINVENT BRAND OR CATEGORY ARCHITECTURE

Restructure a portfolio to drive differentiation between products and/or brands, setting the foundation for future strategy and growth.

PRESSURE-TEST GO TO MARKET STRATEGY

Infuse new thinking and de-risk a bold new go-to-market strategy for an existing brand to accelerate business.

FUTURE PROOF EXISTING BUSINESS

Reimagine the future and create "what needs to be true" scenarios that will help businesses thrive in the face of rapid change.

REDESIGNING A BRAND ARCHITECTURE FOR A F100 CPG CLIENT THROUGH A 10-DAY STRATEGY SPRINT



CHALLENGE

A F100 CPG team came to The Garage Group with the desire to fast-track the strategic development of a complete brand architecture redesign and launch of a new variant. They needed to take a new approach to de-risk new, bold ideas, so we condensed a typical 12-18 month process down to 10 days, during which we uncovered consumer Jobs to be Done, developed a new brand architecture, redesigned the positioning for existing products, and designed a new product.



DAY 1

Uncover Jobs to be Done

Generated into 256 pain points, translated into 119 Jobs to be Done



DAY 2

Prioritize Jobs to be Done

Prioritized 119 down to 29 Jobs to be Done



DAY 3

Explore Multiple Directions

Leveraging Business Model Canvases and consumer feedback Via iPads



DAY 4

Refine Directions & Build Prototypes

via In the Wild Prototype Testing and leveraging consumer feedback



DAY 5

Incorporate Quant Results & Pitch to Leadership

DEFINE

EXPLORE



APPROACH

The team partnered with The Garage Group on a 10-day Strategy Sprint, fueled by Hustle Handbook and Jobs to be Done training, rapid visual prototyping, layers of quantitative and qualitative research, Lean Concept Development, and leadership pitches. *See the graphic below for the day-by-day breakdown.*

“It was one of the easiest decisions I have made because every piece of information built on the one before.”

- F100 CPG SECTOR PRESIDENT



IMPACT

In just 10 days together, we hustled to uncover consumer Jobs to be Done, repositioned existing products to reflect the revised architecture, and built an innovation pipeline of product ideas for the next 3 years. Throughout the Strategy Sprint, the team stayed committed to the vision, but flexible with the “how,” and maintained openness of dissenting opinions in order to push ideas forward. The impact of this work yielded immediate, breakthrough progress, unprecedented learning, and the integration of the Strategy Sprint approach into future workstreams.



DAY 6

*Draft Concept
Territories &
Submit for Feedback*



DAY 7

Refine Concepts



DAY 8

*Lean Concept
Development, Day 1
Consumer Interviews*



DAY 9

*Lean Concept
Development, Day 2
Consumer Interviews*



DAY 10

*Incorporate Quant Results
& Pitch to Leadership*

BUILD, TEST, LEARN



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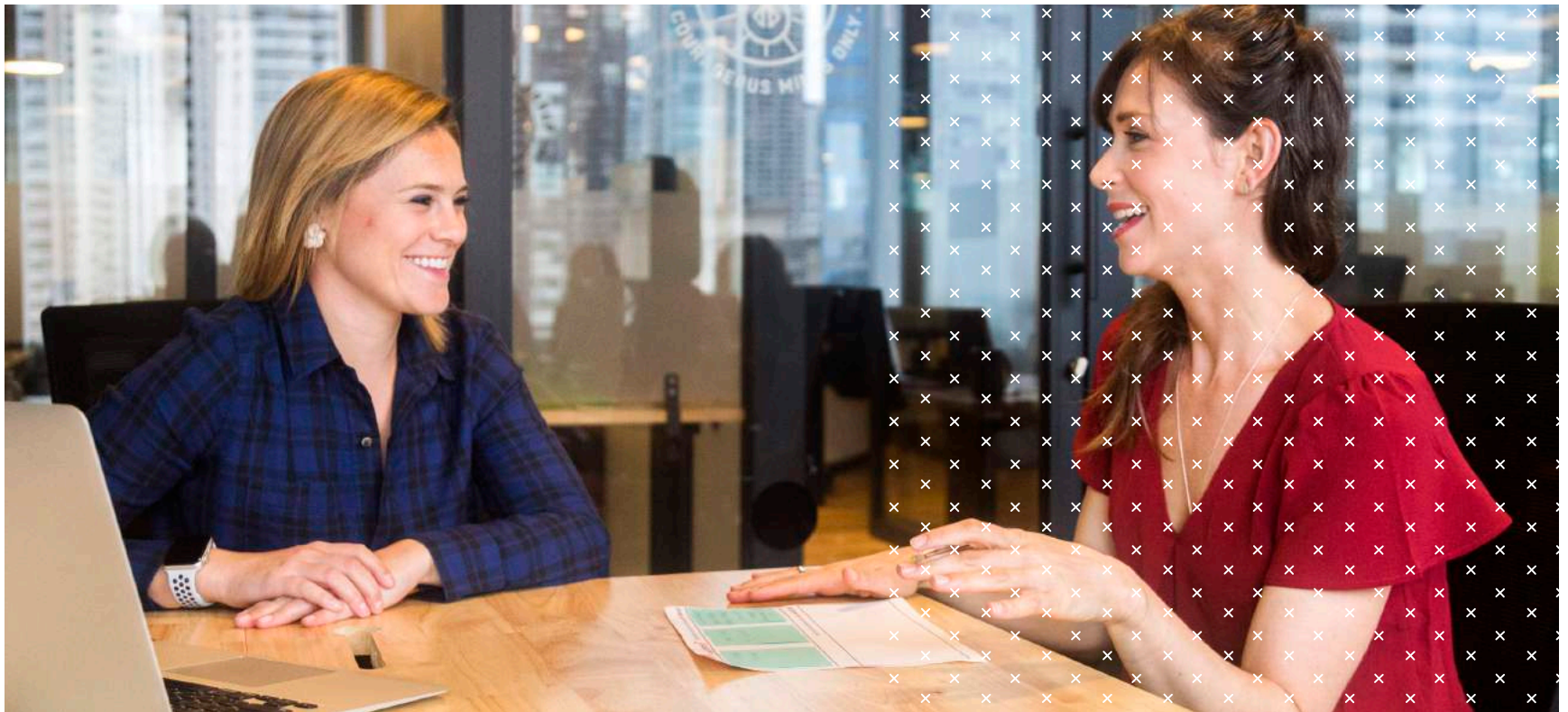
“We all have the spark of entrepreneurial leadership within us. The Garage Group unlocks that potential through custom tools and behaviors that drive innovation in today’s changing environment.”

INNOVATION STRATEGY LEADER, F100 CPG COMPANY





Developing & Sustaining
LEAN INNOVATION CAPABILITY





LEAN GROWTH CAPABILITY DEVELOPMENT PROGRAMS

Companies that we've partnered with for Lean Growth Capability Development Programs include:



Our custom-developed Lean Growth Capability Development Programs meet teams where they are along their journey towards operating more like a startup, whether they're just getting started, or want to take their team to the next level.

Leaders will learn to apply the best foundational tools and methods, along with entrepreneurial skills and mindsets needed to enable adoption, activation, and sustain Lean Innovation capability across their organization.

Theoretical training rarely sticks, so we immerse in live innovation and growth initiatives. Leaders emerge

with disruptive ideas, and newly built muscles to continue to use the new skills and tools.

We develop custom Lean Growth Capability Development Programs to help teams::

- Integrate new capabilities like Jobs to be Done to ensure consumer/customer relevancy
- Introduce and adopt Assumption Based Testing to dramatically speed go-to-market
- Equip, enable and empower adoption of new approaches and mindsets (for Executive level audiences)
- Launch and leverage Innovation Lab efforts

JOBS TO BE DONE & EMPATHY TRAINING TO DRIVE CUSTOMER CENTRICITY FOR A F500 RETAIL BRAND

× CHALLENGE

A brand within a Fortune 500 retail company came to The Garage Group with a desire for more consumer-centric approach to innovation. Their small team wanted to make a big impact across the business and across their culture. They needed to overcome real challenges around ensuring consumer empathy was leading to big ideas, despite limited resources needed for development and deployment of skills and tools.

A few of their team members had been trained specifically in Design Thinking from Stanford's D-School, and others in the group had been

reading foundational books on similar entrepreneurial methods. But, the team was looking for a way to more clearly connect the dots between theory and application.

× APPROACH

The brand's innovation leader, along with The Garage Group, developed a customized training to set the tone for their new innovation processes and inspire change. A week before Black Friday, 22 members of this retail team – managers from Merchandising, Trends, Finance, Brand Strategy, HR, Marketing, and more – converged and engaged in the interactive training. Coaching included high-level overviews of the Lean Growth Playbook and Design Thinking, and an in-depth training in Empathy, Jobs to be Done, and Business Model Canvassing.

Throughout the training, The Garage Group guided the team as they built empathy for one another and their target market, successfully translated real customer pain points into Jobs to be Done, and developed real innovation pipeline ideas leveraging a custom Business Model Canvas.

Through the in-depth Jobs to be Done training, things started to click. TGG shared external examples of translating pain points into Jobs before turning it over to the smaller sub-teams to work through translating their own customer pain points into Jobs. After coming

together as a group to discuss, the sub-teams again put theory into practice by translating those pain points into business-relevant Jobs to be Done. Leveraging a custom-designed Business Model Canvas, the teams rapidly developed and assessed ideas.

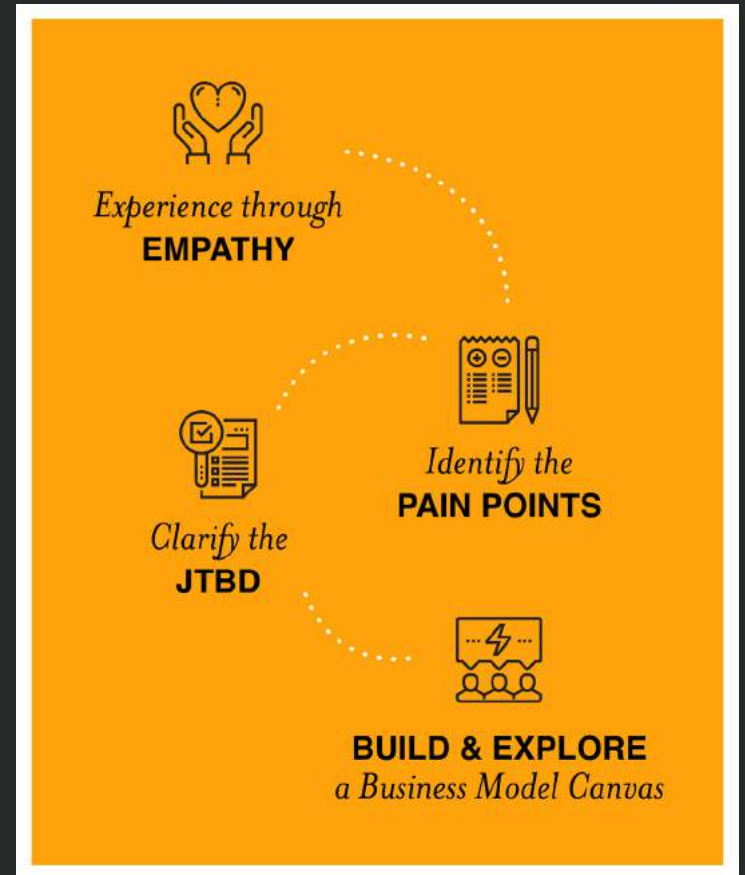


IMPACT

Participants from the training immediately began using this new, consumer-centric language, along with the tools they learned around building empathy, uncovering pain points, prioritizing Jobs to be Done, and then building robust business models to pressure-test ideas. All around the offices, Business Models Canvases were hung and used to help teams assess the strengths or weaknesses of ideas. Bad ideas were killed faster, and good ideas were elevated quickly.

The brand now prides itself on its ability to begin with empathy, to generate stronger ideas. In addition, they've leveraged this consumer-centric approach to enable more focused planning efforts. "What job does it do?" has become common vernacular, keeping the consumer at the center any conversation.

Finally, as this brand began to feel the impact of this training, the company has taken notice. Executives from across the company took part in an immersive training and are now beginning to cascade these new approaches to consumer centricity throughout the brands.

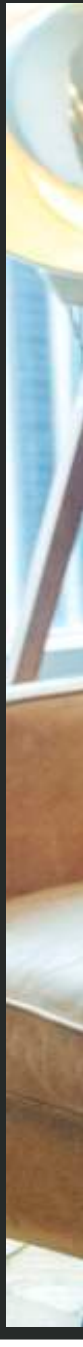


“While reading the book about Jobs to be Done, it has been hard for me to grasp. Actually putting the theory into practice made a huge difference.”

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“The Garage Group was very effective in tailoring their materials to our needs. Our goal was to develop skills in 1 day that would allow the team to be in action without requiring continued consulting support. That was accomplished and much more. We’ve seen a paradigm shift leading to a new language centered on the customer.”

SVP PLANNING & ALLOCATION, F500 RETAIL BRAND





LEAN GROWTH BOOTCAMP FOR B2B FINANCIAL SERVICES COMPANY TO DRIVE SUSTAINABLE BUSINESS MODEL INNOVATION

× CHALLENGE





Leaders at Worldpay had a strong desire to explore new areas of strategic growth that would push the company beyond its current core business and predominant M&A growth strategy. Given market uncertainty, their leaders recognized the need for a hypothesis-driven approach to discover new sources of growth. They also wanted to build an entrepreneurial culture not only to sustain these efforts, but also to inject entrepreneurial leadership into the core business. While the company had strong leaders delivering with excellence on the core, many of these leaders lacked exposure to the process, skills & tools, and entrepreneurial mindset to tackle emerging challenges.

× APPROACH

Worldpay partnered with The Garage Group to build the capability for strategic exploration of disruptive, high growth white spaces, advance six key growth initiatives, and start the journey of an entrepreneurial transformation of their culture.

PHASE 1 FOUNDATION FOR LEAN INNOVATION	PHASE 2 DEFINING DISRUPTIVE OPPORTUNITIES
 LEARNING	 LEARNING
The Lean Growth Playbook The Hustle Handbook Lean Innovation Case Stories	Fast, Multi-Method Approaches Primer to Market Research Trend Research & Context Building Empathy Development Jobs to be Done
 DOING	 DOING
Live Assessment & Application of the Hustle Handbook Mindsets In-depth Discussion on Specific Cases Team Building Happy Hour	Team Application of Research Concepts against Strategic Growth Areas Translation of Research into Customer Pain-Points & Jobs to be Done Prioritization of top Jobs
WEEK 1	WEEK 2-3

With the strong support of Senior Leadership, a cohort of 12 leaders jumped into an intense, four-phase, 10-week Lean Growth Bootcamp. *See below for what happened during the bootcamp.*

PHASE 3 EXPLORING NEW POSSIBILITIES	PHASE 4 BUILDING, TESTING, LEARNING, & PITCHING
 LEARNING	 LEARNING
Associative Thinking to Fuel Idea Generation Trend & Analog Research Primer Emergent Approaches to Ideation/Idea Development	Pitch Training & Inspiration from Battle-Tested Entrepreneurs MVP Primer
 DOING	 DOING
Trend & Analog Research & Inspiration Prep Ideation Workstream Leadership Ideating & Building Disruptive Product Ideas	Assumption Mapping MVP Creation & Testing Pivoting & Persisting on Ideas Pitching to Senior Leaders
WEEK 4-5	WEEK 7-10



IMPACT

Through this engagement, The Garage Group and Worldpay created a repeatable approach for innovation and growth (process + tools & competencies + entrepreneurial mindset), produced six disruptive opportunities for the business, and forever impacted the leaders who were part of this initial Bootcamp, enabling them to take these transformative approaches back to their core organization for significant impact. Leaders from the initial Lean Growth Bootcamp reported having significantly more confidence in application of the approaches and mindsets.



Watch the case story video and hear **TARA NEWBOULT, VP OF PRODUCT PLANNING & STRATEGY** give her point of view on the Lean Growth Bootcamp.

www2.thegaragegroup.com/tgg-video

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Innovation is scary for a lot of companies, and I think where we feel equipped is that we have a path now on how to innovate. So the fear of doing something disruptive, or sticking to what we know is gone. We feel equipped to just jump into something and really be disruptive with our approach.

TARA NEWBOULT, VP OF PRODUCT PLANNING & STRATEGY





WHO WE'VE WORKED WITH



P&G

Tide



WRIGLEY



PEPSICO

LENSCRAFTERS



PURINA



Kellogg's

MARS

Campbell's

JACK DANIEL'S



STAPLES



lyft



“

TGG knows how to take what works well for the startup world and apply it to large organizations with unique methods and approaches. Our five-week sprint with them as a partner was a wild success.

AVP INNOVATION, TRENDS & INSIGHTS





OUR TEAM IS OUR SECRET SAUCE

We are entrepreneurial leaders; experienced strategists with client-side experience; thinkers and pushers who care deeply about the very real strategy and growth challenges our clients face. We are meticulous about the quality of our work and are dedicated to constantly customizing, learning, and evolving our approaches so we can help enable our clients to push boundaries in unprecedented ways.



GET IN TOUCH | CINCINNATI | CHICAGO

Jason Hauer, Co-CEO

P. 513.386.3073 | E. jason@thegaragegroup.com

thegaragegroup.com

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