APPENDIX

Table 2.1 Semi-structured interview guideline

Background Work experience personal exercise preference ### What do you do in a day? -To understand their roles in teams(personal identify) -To understand their main daily work -To understand their working process -To understand their contacts/stakeholders -To understand their work environment -To understand the system, method and tools they use -To understand the potential conflicts in the front-end innovation -To understand their decision-making point

Table 2.2 Interviewees list

	Team	Position	Background	experience (year)
1	Strategic Consumer Insight	Manager	Branding & fashion design	6
2	Strategic Consumer Insight	Manager	Brand management	14
3	Marketing	Sr. Manager	International business	8
4	Marketing	Manager	Sustainable Business	3
5	Marketing	Manager	Business & Commerce	4
6	Design	Designer	Industrial Design	10
7	Design	Designer	Industrial Design	10
8	Development	Director	Exercise Science	15
9	Development	Sr. Manager	Sports Engineering	8
10	Development	Manager	Ergonomics Engineering	4.5
11	Development	Developer	Mechanical Engineering, Sports Engineering	1
12	Development	Developer	Sports Engineering	
13	Engineer	Senior Technician manager	Mechanical Engineering	16
14	Engineer	Technician manager	Materials science and engineering	4
15	Product testing	Manager	Business Administration/Market information management	11
16	Product testing	Manager	Health and Sport/fitness	4
17	Concept testing	Manager	Biomedical/Medical Engineering	2.5
18	Athlete servicing	Senior Manager	Performance sports textile and footwear	7.5
19	MakerLab	Senior Manager	Man and living (Art)	6.5
20	MakerLab	Assistant Manager	Sports technology	9
21	Service Design	Senior Manager	Graphic Design	8

ENGAGEMENT BOOKLET
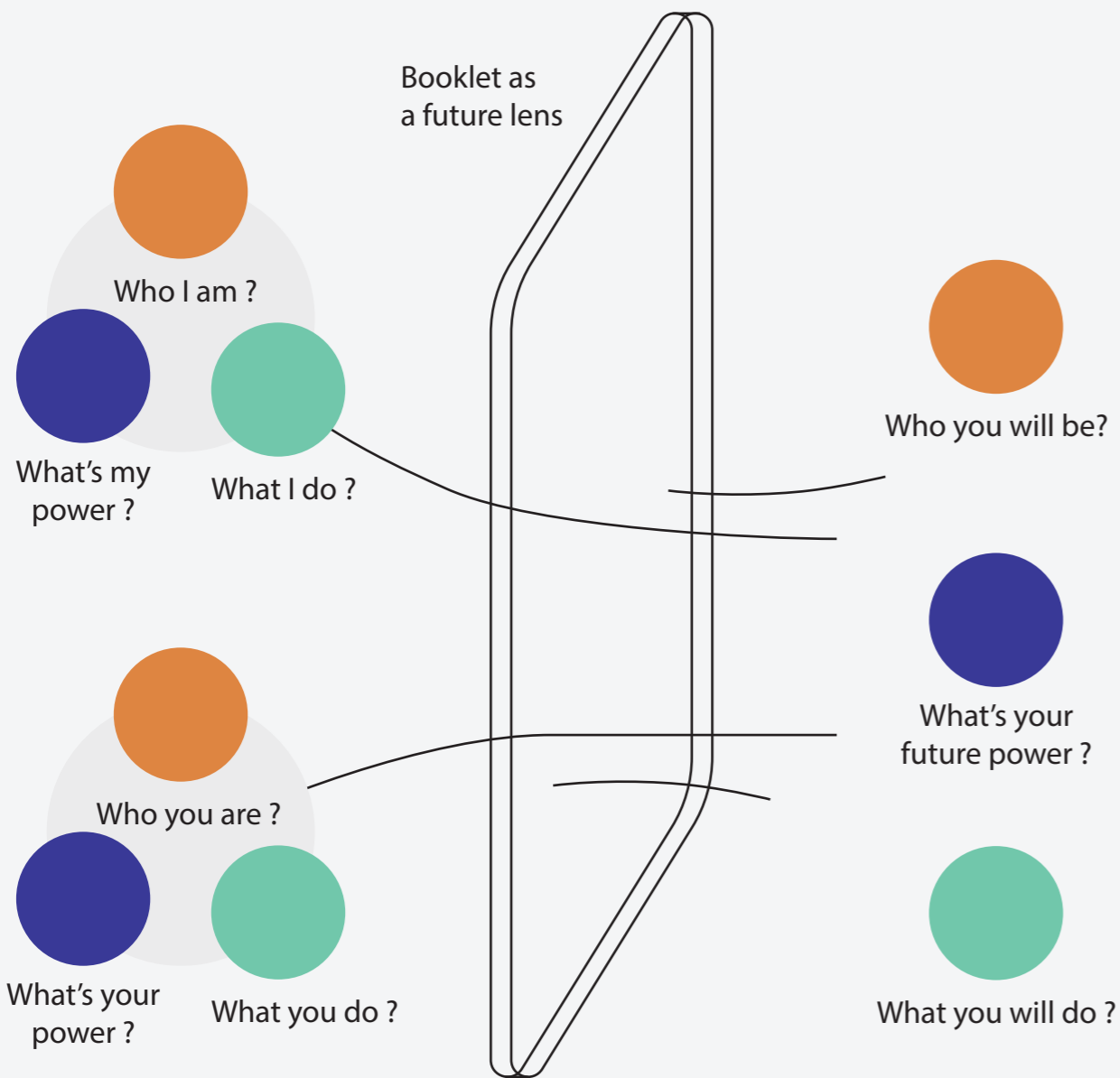
DESIGN FOR STAKEHOLDER ENGAGEMENT

TU DELFT X ADIDAS

Ping-Yu Hsieh

TABLE OF CONTENTS

PURPOSE

This booklet is designed for digging more Adizero team expetation for innovation engagement.

Booklet as a future lens

Who I am ?

What's my power ?

What I do ?

Who you will be?

What's your future power ?

Who you are ?

What's your power ?

What you do ?

What you will do ?
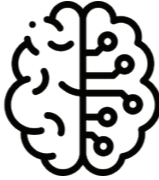
CONVERSATI-ON STARTER

If you can choose one icon to describe yourself at Adidas during fuzzy front-end innovation process, which one can represent you the most? Then add one adjective before it. And explain why you choose this adjective and icon.

SLEEPING GIANT

RISK REMINDER

ACQUAINTANCE

FRIEND

DEBATER

DEFENDER

SAVIOUR

FIRE ALARM

YOUR SPECIAL IDENTITY

MY SUPER POWER

Everyone is a hero in a team. What is your superpower to deal with challenges in fuzzy front-end innovation?
Pick up three superpower as below to represent yourselft.
Pioritize the order and explain why you pick those superpowers.

FLEXIBLE	SPEEDY	STORM	FUTURE VISIONER	SPIDER WEB

POWERFUL	INVISIBLE	WHISPER	OMNISCIENT	INTELLIGENT

MAGNETISM	MAGIC STICK

YOUR SPECIAL SUPER POWER

Please list your super power which is not list here.

SUPER POWER FOR WORK

Think about your project based work in the past, and list three superpower you used for the specific activities.

SUPERPOWER	INNOVATION ACTIVITIES
FLEXIBLE	• Create a dynamic process to make multiple prototypes.

MY DREAM TEAM

A superhero always need a dream team instead of being alone. What do you think about your current team? What are your expectation on them? Any new innovation activity can help them transform to your dream partners?

NOW STATUS	NEW INNOVATION ACTIVITIES	FUTURE EXPECTATION
SLEEPING GIANT	• CO-CREATION WORKSHOP WITH MARKETING	SAVIOUR / SPEEDY
CONSUMER		
DEVELOPER		
MARKETING		
DESIGNER		

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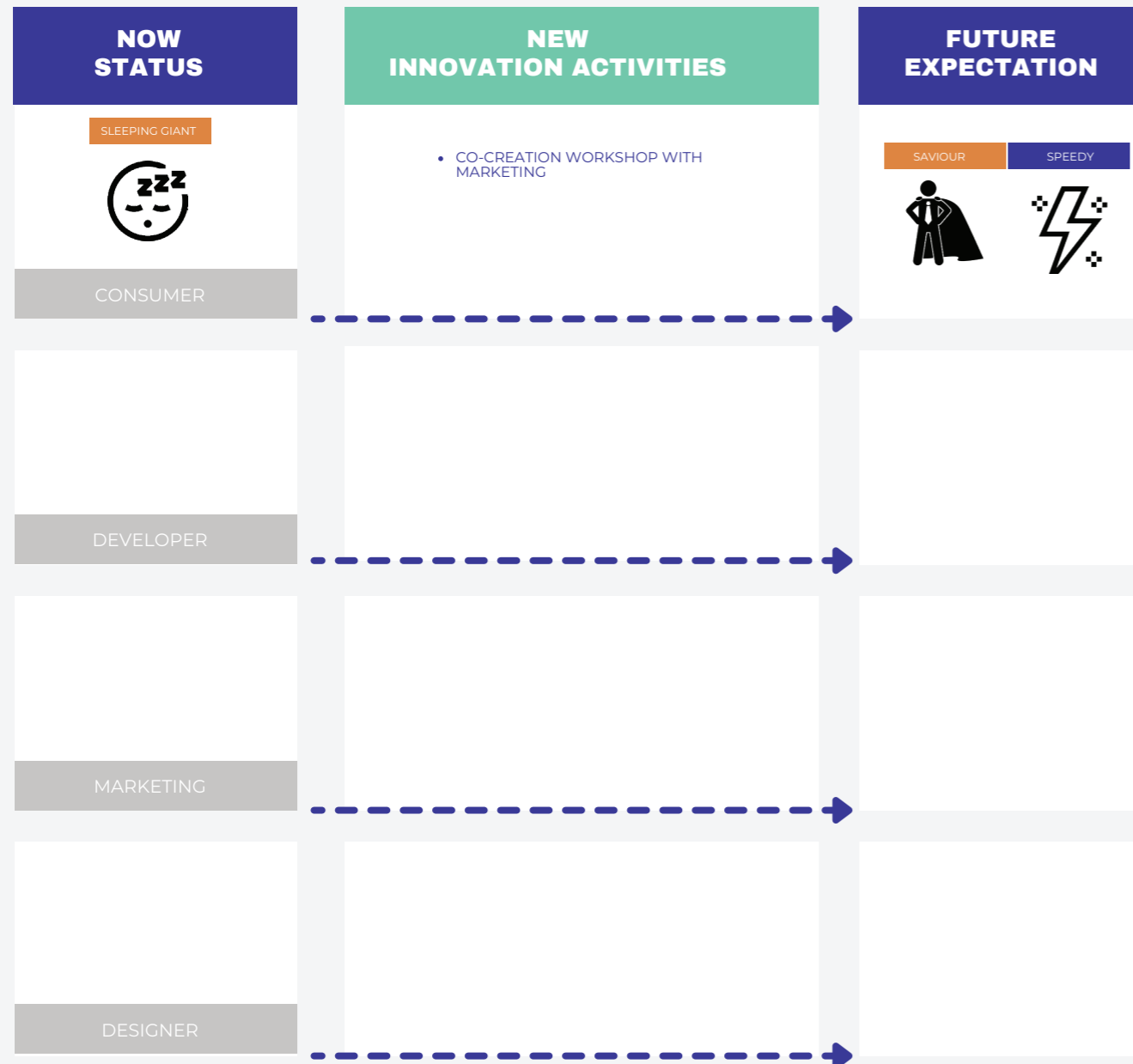
STAKEHOLDER IDENTIFICATION REFERENCE

" Stakeholder Cube " (Murray-Webster & Simon, 2006) that stakeholders can be classified according to their levels of power, interest, and attitude. According to this tool, my thesis refer metaphors to each type of stakeholder.

ACQUAINTANCE
SAVIOUR
FRIEND
SLEEPING GIANT
DEFENDER
FIRE ALARM
RISK REMINDER
DEBATER

Insignificant Passive Backer
Influential Active Backer
Insignificant Active Backer
Influential Passive Backer
Influential Active Blocker
Influential Passive Blocker
Insignificant Active Blocker
Insignificant Passive Blocker

+ ATTITUDE -
+ POWER -
- INTEREST +
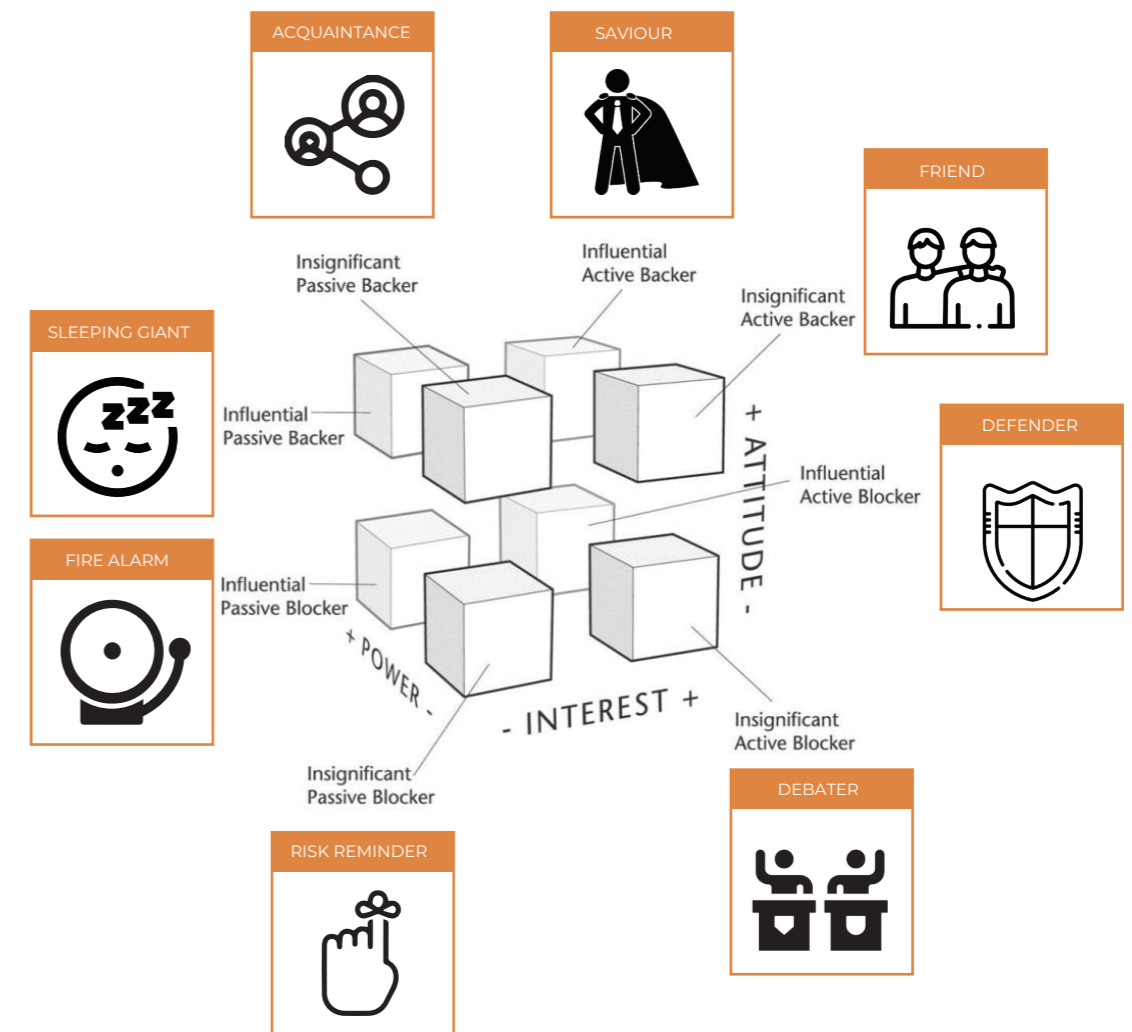
Murray-Webster, R., & Simon, P. (2006). Making sense of stakeholder mapping. PM World today, 8(11), 1-5.

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1. Booklet evaluation

All the interviewees want consumers to be more engaged. But the target group for the product has highlighted the difference between Top Athletes and Sports Enthusiastic consumers.

The interview shows the different touch points and engagement levels between Top Athletes and Sports Enthusiastic consumers.

Marketer: The booklet is useful for me to elaborate my activities during the front-end innovation process. I think the superpower choosing them is not so hard. What is a bit misleading is "innovation activities". That's a wording I don't really understand.

About choosing the character, I'm not good at saying I'm good at that. Maybe it was because of that.So for me, if I tell myself I don't have any superpower, you know, so it's hard for me to choose something where I'm like, ohh, what am I actually good at?

But overall the strategy structure looks straightforward.

Developer: The superpower booklet helped me to rethink the team relationship dynamic. I think for now the consumer thinks that they believe what we say they like completely and consciously agree with our brief. So kind of, but maybe with more news with more technologies, with more access to technology in the future. You know, like now there's people, there's consumers like they buy issues, they cut the shoe into the measure, everything they take the plate out, they measure everything. Actually it would be like ooh I wanna know exactly everything on my shoes and they will be really proactive and really into the shoes and not like to take what we said as OK. It's good that they say Adidas says that it must be true. It must be exactly this, but more like umm. So yeah, I don't know.Maybe sleeping giants? Maybe

they're a bit reactive now. And in the future there will be, like way more proactive and way more loud.

Designer: The superpower booklet is a bit hard to choose. Because it might have a different explanation. It makes me stuck most of the time. The strategy is not a very cool concern to have, unfortunately, and it might also be too grounded in reality, and I think projects like this are valuable because you can dream a little bit. my only concern is just the reality of the calendar and the amount of control it has over our lives, you know?But I just, I just say that because that's like a reality of our seasonal process.I don't think that should kill any of your like research or umm like your design phase in this because I feel like the more the more, umm like.We can create around collaborating with consumers and athletes the better, and I I really have a feeling like if it's understanding each other's perspectives more that could already help.If it's specific action ideas like a workshop or a tool that we can then use to connect more frequently, that would also be great.

Target consumer: The consumer journey booklet is useful for me to give the engagement expectation. The template lets me easily recall my test experience and desire.

MakerLber Sr. Manager: The information from the booklet might be overwhelming. And highly recommend to start prototype how to integrate the design roadmap with stakeholder booklet outcome.

Service Design Sr. Designer: The engagement card set should be arranged during the booklet interview. And the design roadmap is an approach to have a big scope of brand direction. It might not be suitable to put the detailed activities in the roadmap.

B. Internal interview result

Interviewee 1

Character	Superpower	Action	
Passive protective defender	Speedy – react quickly for different stakeholders	1. weekly catch up with different parties 2. Deal overflow emails and messages. 3. Clear structure of problem-solving process. 4. Catch up on a recurrence timeline. 5. Speedy connect people - Teams	
	Spider web – connect everyone in the process, to get all the opinions for good decision making.	6. Connect teams on one chat group	
	Magnetism – influential on decisions.	7.Build trust 8.Be approachable and care people without purpose	

Stakeholder	Now	Tools/Methods	Future
Consumer	Whisper	1. Product 2. Athlete 3. Listening to the consumer from the beginning – collect consumer insights	Storm there are more people talking about what we're actually doing
Developer	Sleeping giant Invisible - Execution works well, but need to step out of the comfort zone more	4. Business & number 5. A tool to educate them see a big picture	Future vision (the definition is different from developers' perspective)
Marketing	Defender	6.To collect, link and integrate insights. connect all the dots to fulfil	Magic stick
Designer	Omniscient + Debater+Quiet	7. Listen what the other stakeholders' needs 8. Big picture – business & sales number (same for developer)	Powerful

Interviewee 2

Character	Superpower	Action	
Between Friends & Risk reminder	Flexible		
	Omniscient	1. Do a voice memo & put it in my chest pocket (ex: presentation for a creation review) 2. Go back and listen then review the memo whether it explain concept from each stakeholder standpoint 3. Personal app. No teams.	
	Magnetism	4. Face to face interaction - triad sessions OneNote I use them. I'll have a dedicated area for taking notes on triad sessions.(relate back to other things like the colour rollout.) 5. One goal-oriented mindset briefing or market insights for the next season.	

Stakeholder	Now	Tools/Methods	Future
Consumer	sleeping giant	1. Understand the target consumers' needs, not just elite athletes. 2. Educate target consumers what is good for them. And make them feel confident in what they're wearing. 3. Break the professional knowledge into digestible and recognizable information.	Intelligent
Developer	Speedy Storm Savior	4. Creating a foundation before immediately executing.	
Marketing	Between Friends & Risk reminder	5. Know how those decisions in design and development influence our consumers 6. Base on facts and data of market and volumes	Savior & Debater
Designer	Defender	7. Set a draft and have a North Star. 8. Have backup options instead of only one	Flexible

Interviewee 3

Character	Superpower	Action	
Debater & Risk reminder	Future visioner	1. Need to have enough information, data. to have enough knowledge to forecast. 2. Educate yourself in that sense to be able to make it of prediction 3. communicate from a story perspective to consumer	
	Spider web	4. Collecting information from different sources / look for overlaps and gaps to map out future strategy	
	Speedy	5. Make fast and logical decisions	

Stakeholder	Now	Tools/Methods	Future
Consumer	Acquaintance	1. Getting more information directly from target consumers. Ex: focus group interview, more often athletes come in and get feedback. (Define which milestone is the perfect timing to arrange 2. Lots of data to be able to create stronger claims. Because if you get a sample size of 100 consumers, that tells you this feels way more propulsive than the last one. I would like to be able to gather more consumer insights for the greater team to influence the product creation process (at the start and during) 3. As well as after the final samples have been created to feed into our claims process for a more impactful launch.	Friend
Developer	Speedy & Omniscient	4. Involve every stakeholder as much as possible 5. Be focused on valid options and narrow down	Spider web & laser eyes
Marketing	Debater	6. Creating the strategy moving forward with collected data from consumers and bringing that big picture to your team.	More Future visioner
Designer	Future vision Omniscient	7.Get action after teams' request. Ex: meeting notes have been executed next time. 8.Being detail oriented	I'm not sure which one that would be

Interviewee 4

Character	Superpower	Action	
sleeping Giant & Friend	spider web	1. create design that is the right combination of Information**(what?)** from marketing, development and design. 2. Try to make connections **(With whom and what?)**	
	Omniscient	3. From briefing to CR0, listening and absorbing information. 4. The athlete insight videos are really helpful. (External) 5. Feedback from FDR and Triad meetings (Internal)	
	Magic stick	6. Bring an energy to the conversations. 7. It is about Mindset and attitude. Face failure with a positive mindset.	

Stakeholder	Now	Tools/Methods	Future
Consumer	Sleeping Giant (the most part we don't have a lot of contact with them)	1. Get valuable insights more consistently. 2. New innovation activities and small group consumer interviews. 3. Shoes on a table for consumers then observe and listen to what people talk about amongst themselves amongst themselves, and you can see what they pick up first and what they look at and what they understand and don't understand. 4. Co-creation section – # a toolbox for them and then educate them how to make some different combinations. # multiple samples on the table and you can chat with an athlete about a different material.	SAVIOUR
Developer	risk reminder	5. manage risks. If we're talking about innovation, it's all about taking risks. 6. Find solutions with the factory - good, viable solutions	Flexible SAVIOUR
Marketing		I'm not sure what should be done	SAVIOUR
Designer	Friend	7. spending time in the Maker lab and using foam to sculpt like basic versions of the tooling.	Future visioner

Interviewee 5

Character	Superpower	Action	
Debater	Speedy	1. always 2 steps ahead of everything 2. Ask questions - listen and understand knowledge quickly – closely work with engineers	
	Flexible	3. See potential like puzzle pieces and link ideas to different experts	
	future vision	4. personal training experience shape the future vision for the product	

	Now	Tools/Methods	Future
Consumer	acquaintance	1.Input is kind of acknowledged, but I don't know if it's fully taken on board. 2. If you're constantly asking, you've got too many chefs in the kitchen 3. I think it's important to involve them, but I think I wouldn't involve them any more than we do already.	I think it's done correctly. Acquaintance
Developer	Debater Friend	4. I think someone who argues with someone who's a friend and then someone who can remind you of the risks	Keep the same
Marketing	Defender	5.be able to have a good time and debate. 6.be a little bit more precise about how they like how they ask for products. Brief can be less vague. 7.Adidas there's a big drive for efficiency in all aspects. More clear, more efficiency designer can deliver design. (practical limitation) Adizero pro has a clear brief about the goal – marathon and stake height…	friend
Designer	Debater Friend Future vision Flexibility Speedy	8. I always want to hear the other side of the story. 9. Work on the next season ahead the design brief, makes the design phase much simpler and smoother 10. Have lots of ideas to play with before brief	I'm not sure which one that would be

Character	Superpower	Action
Defender	Storm (Reframe problem statement)	1. Question status quo, to challenge convention 2. Question the brief (Is it following the same blueprint as we did previous season or is it a different blueprint) 3. questioning the development team on pre-dev activities.
	Magnetism	4. brings people on your page like never agate or steer. pulling people towards one goal 5. scheduling meetings with the relevant team members, collective opinion 6. connecting the dots; schedule and initiate conversations to bring in team members together. It's meeting culture and it's it's connecting key counterparts of an early stage
	intelligent	7. comes from experience. maybe awareness or appreciation that other newer team members don't have. 8. continuous improvement initiative - Defining a road map defining clear next steps and process. 9. guidance of the people that are managing the project. If I was doing the predev myself, I would build a project timeline. (I built a short calendar and shared with the cross functional team I would build in key milestones for predev samples or predev prototypes.) 10. checking with their leadership teams to see if we can utilise certain key resources.

Stakeholder	Now	Tools/Methods	Future
Consumer	acquaintance.	1. defining a network of coaching and athletes may be connected to a university institution. 2. partnering with marathons institutions	debater.
Developer	defenders	3. bringing a proposal. bringing innovation, idea bringing about mechanics solution bringing sports science inside bringing a concept 4. innovation activities could be performance spiders, it could be tech markers, sheets like product knowledge and franchise knowledge and franchise understanding franchise experts. So we become truly the experts within a pillar and then being an expert and a pillar and fully understanding the purpose, the consumer requirements of a product. It's gonna be easier to reach out. What would the innovation be? 5. Product idea brainstorming in product idea generation. With other team members.	Savior
Marketing	acquaintance	6. in General the briefs are maybe a little bit loose. But Adizero brief is better 7. The brief is a bit too reactionary to competitors. I think it's maybe being responsive and not proactive an awareness of what the market is creating and which brands are doing. There are opportunities in defining more clearly market needs and defining future market needs.	Savior
Designer	defender	8. defend key design markers, which we stay consistent to, defend the visual identity or fast. 9. more enhanced focus on designing for performance benefit. combining the design for visual appeal with the designing for performance and designing for manufacturing. 10. more integrated into the sports science background. bringing them more closely to the consumer Insights teams, so more close to directly to a consumer directed to the athlete or is it directly to support science emporium symposiums or directly to umm, you know, when we often development other source from take a sports science or an engineering concept and then translating it to ideally to design. 11. design for manufacture and design to cost.	Savior

Character	Superpower	Action
Saviour Friend	Speedy (Interconnect Magnetism)	1. on the phone to the factory, or sitting with the designer, talking about it quickly.
	MAGNETISM(Interconnect Speedy)	2. pulling in people, right, people at the right time and then making things happen fast. So speedy, so it's straight away pooling these five different people in one room. 3.Explain the concept.Explain what needs to be done. Get input, get feedback and then boom, you go into speedy mode. 4. Prototype with a story : I think like prototypes could be good or I think the excitement of trying something new that's not really been done before and that's where you can get the people a little bit like Let's do this and maybe by making them feel confident and how we're going to work or what we're going to do, what we're going to use to kind of create a kind of casing for this sort of thing.
	Spider web	5. you are pooling everyone together and you're in, you're in the middle of the spider and you're going on all sides of the web to kind of pull everything together and say so.
	Emotional Intelligence	6. awareness of being aware of who you're working with, how they're feeling, how to interact with them in a way that makes everyone feel safe, comfortable, and hear the scene. being able to make people feel at ease.

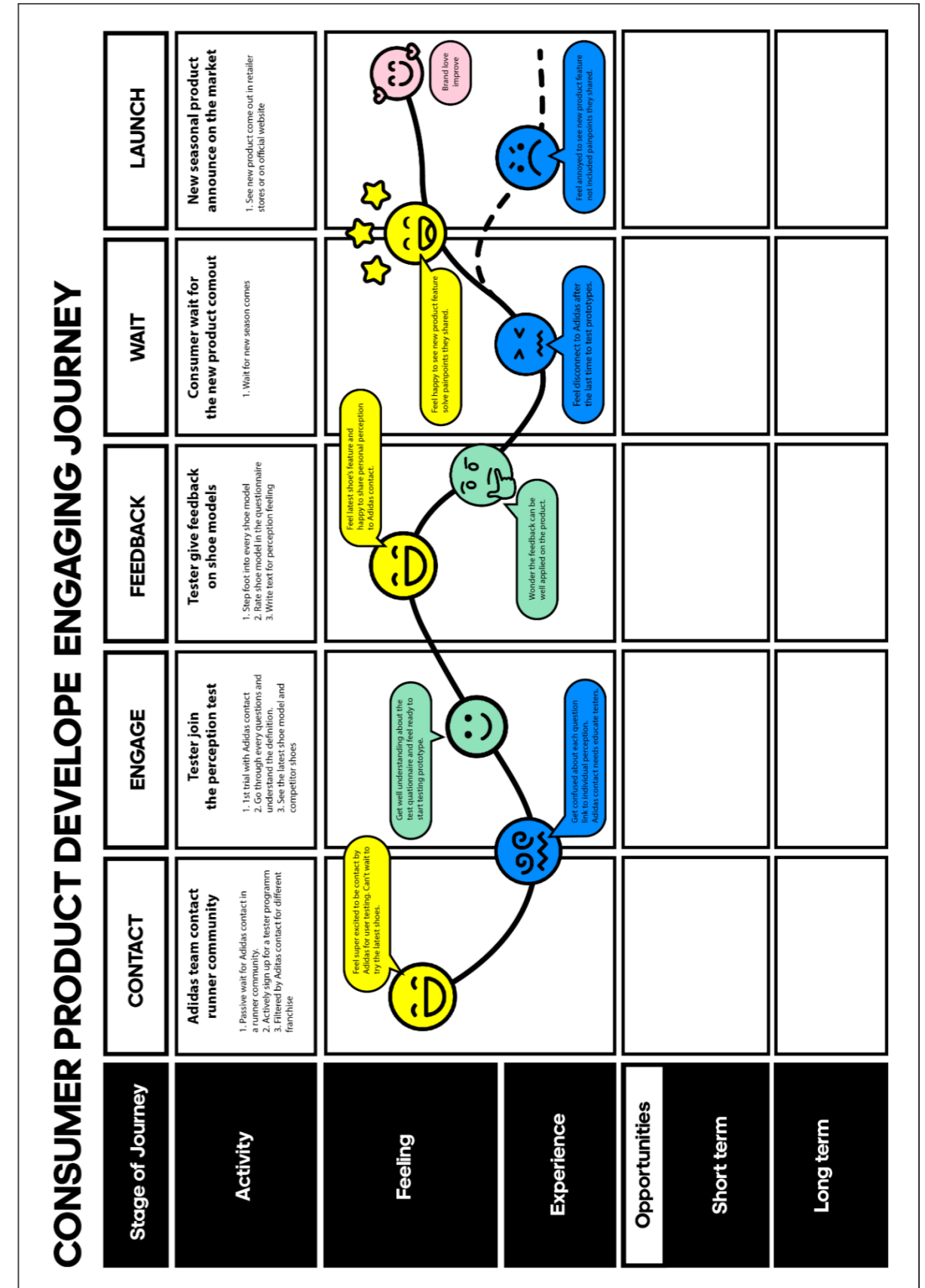|	Now	Tools/Methods	Future
Consumer	powerful Whisper	1. if you're on Instagram on all these consumer profiles, you see they're all running these really cool events. They're doing these cool races. They're doing cool community stuff and they're all wearing the new adizero stuff, so it's like they're a powerful force in the running world to engage people, to engage communities, to show why running is a good thing. 2. The design team led a lot of Adidas runner sessions. They have a big call with the Triad and Adidas runners. 3. it would be connecting with communities that are not just Adidas runners because Adidas runners will always say Adidas is the best. We work with Adidas for what about the people right now who run in Nike or HOKA, or on what? By speaking to them in the early process to get their feedback, I think that would be valuable as well.	storm
Developer	speedy friend powerful Storm	4. bring more new innovation like a new technology 5. It's working with the insights team, the sport science team, and the athlete science team. And then channelling these like insights into predevelopment. 6. it would be much better to cooperate with the innovation team more. more resources more time more money, less intense timeline	future vision.
Marketing	Flexible Friend	7. how to sell the product smartly. So working with Ecom teams working with the PR teams that they could transfer all of the story, the details, the story, the development that they can transfer it very well. 8. more exposure to real life running and understanding professional athletes 9. effectively communicate an emotion? Peace that can touch someone's heart to make them want to buy something or want to experience something with Adidas, you know? The storytelling is the connection that they want to be associated with the brand.	powerful intelligent
Designer	Intelligent Friend	10. analysing the current way they work and if they can shorten the time. I think a lot of it depends on the testing timelines// speedier in the beginning when they're exploring, the downtime when they're waiting on shoes. 11.Working on something more bold or INNOVATIve. 12. Start before predev…	Speedy saviour

Interviewee 8

Character	Superpower	Action
Courage Savior & Debater	Flexible	1. See also different point of view and then that helps you to understand better different situation 2. Make the timeline, cost and manufacture method flexible 3. Instead of one shot, make as many prototypes as you can to get more confidence for an uncertain future.
	Speedy - like running smooth	4. Everything is not just fast, but also efficient. Ex: prepare alternative plans (need a tool to store) And it is like running smoothly. 5. Be speedy and to take decisions based on everything we have on the table. 6. Take care of tight timeline and make sure we're not going late
	Clairvoyance	7. fact based person. So I like to check everything and also like to check every detail and analyse the situation before taking any actions. 8. check the details in different industries and be curious around your environment 9. Check like new technologies, mainly patents.

Character	Now Superpower	Tools/Methods	Future
Consumer	Sleeping giant	1. With more access to new technology in the future. 2. Know exactly everything on their shoes and be proactive in the shoes' knowledge.	Proactive & Loud
Developer	Defender	3. Step out of your comfort zone. Risky management tools	Savior
Marketing	Friend	4. Prototype as a tool to communicate risk	Risk Reminder for themselves
Designer	Defender & saviour	5. Challenge the traditional way of shoe making. From a performance, sustainability or construction perspective.	Debater

Interviewee 9

Character	Superpower	Action
Defender	Flexible	1. Everyday plan doesn't work outside it is - Making fast and flexible decisions without knowing that you need to make those decisions when you start the day. 2. Time, cost, footwear performance and sustainability. Those key factors are necessary to consider making decisions fast. - a good sense for prioritisation something coming in and you need a fast answer. 3. The Team is fast, reactive and approachable. 4. Direct calls 5. Face to face - you don't need to wait until this long process.

	Future vision	6. Always try ideas you have strong belief – (how to convince?)
		7. Educate yourself outside of the bubble –
		  a. Different industries – Patterns, Material, Ingredient
		  b. Magazines, fairs, university scientific report or papers
		  c. Instagram, Youtube and social media community
		8. Have a plan where you setting a goal – go in a long run

	Omniscient	9. Find the right contact to listen openly. 10. Listen carefully to experts when you face challenges

Character	Now Superpower	Tools/Methods	Future
Consumer	sleeping giant and friend	1. think future version for long-term footwear development 2. Co-creation workshop(miro, paper…) -> not purely focusing on next season, for example, but you also give them the freedom to get out of this next season thinking 3. Everybody contributes a small piece to something like what we did for example with the spider review where everybody has small ideas to it and then in the end it creates a bigger picture. ->but not giving any boundaries	Future visioner
Developer	Defender, risk reminder for designer	4. We are an engineering company rather than a designing company.	Powerful
Marketing	Acquaintance	5. Build up like a good marketing story behind it rather than saying you have short touch points	
Designer	Defender	6. Give them a clear guidance on the engineering 7. give them a toolbox with ingredients from a performance side.	Flexible

C. External interview booklet

CONSUMER PRODUCT DEVELOPE ENGAGING JOURNEY

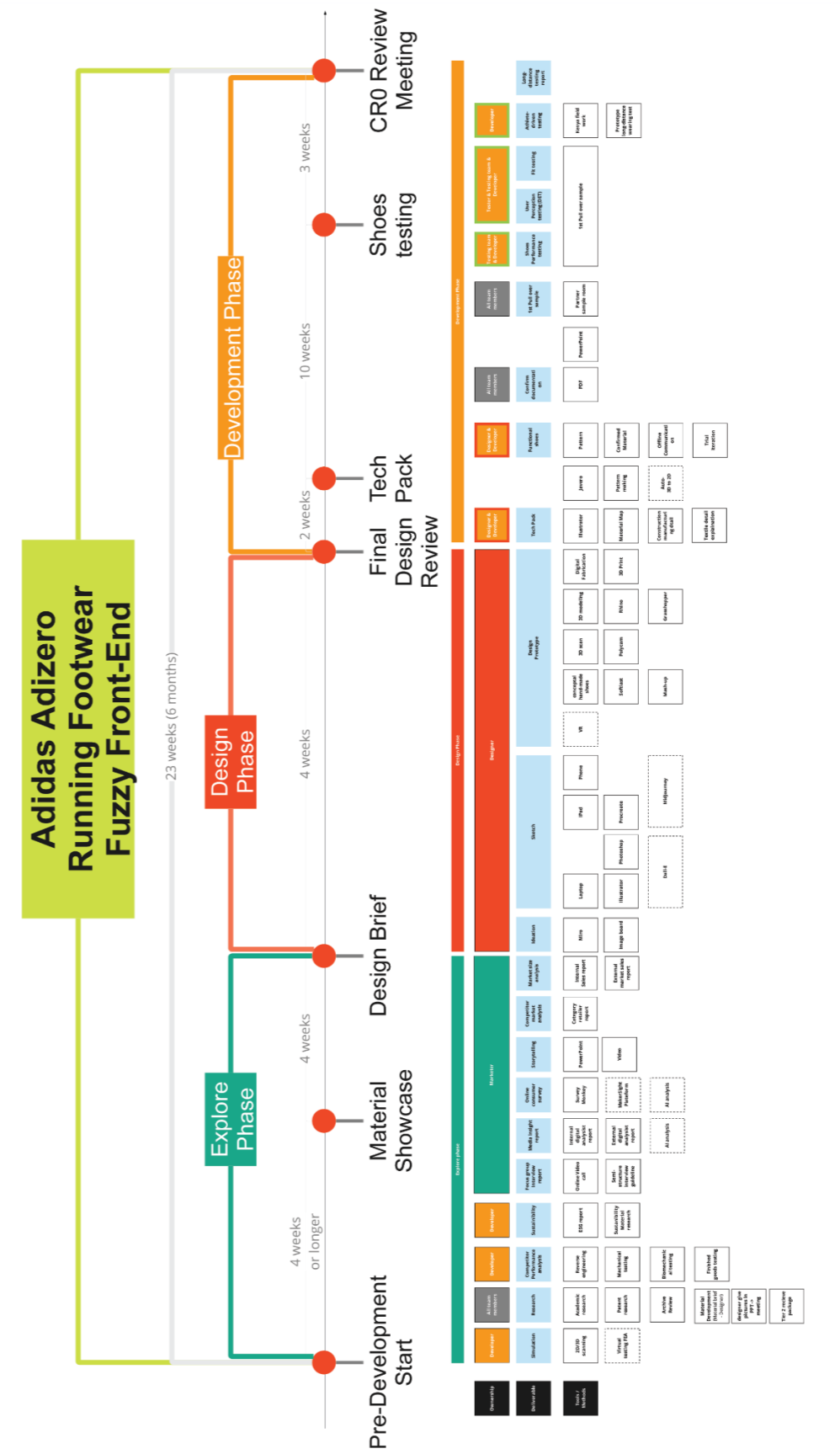| STAGE 1	Statement	Opportunity	Short-term Approach	Long-term Approach
Contact	Lack of exposure testing opportunities to young athletes	Retail's stores as a channel to link youth athlete testers	1. Be more aggressive to approach runners who don't use Adidas products. Test section in running events, like Berlin half marathon. (The day before the race or after)	
	Hard to find a way to be engaged	Adidas running app can be a engagement improvement platform	2. App can provide the testing opportunity based on your running performance	1. Running watch collaboration. Ex: Garmin, Apple
		Adidas FWT consumers can be a potential testing pool for next season	3. Access to the Adidas consumer contact, via email or social media to survey the willingness to join FWT testing.	
	Most of the testers are internal employee or around Nuremberg	Reduce feedback bias during testing section	4. Recruit external testers in Bavaria	2. Recruit external testers online
	Most of the testers run mostly with Adidas shoes		5. Provide more competitors shoes for long wear testing	

STAGE 2	Statement	Opportunity	Short-term Approach	Long-term Approach
Engage	Complicated definition for perception test	Improve understanding questionnaire	1. pictures, video and other potential media to educate testers for every section.	
	Hard to focus and record perceptions during running	Modify the testing process for better intuitive recording	2. Understand questionnaire before start running	1. Use sensors to get the mechanical data during tester running, runners trace back data to connect their perception.
	Different shoe models need to fit different environments and purpose	Have a clear plan to start running test	3. Give a clear guideline of the preparation before testing.	
	Lack of intuitive interaction when testers fill out the questionnaire	Design multi-interaction interface for the questionnaire	4. Provide 2D(top, bottom and side view) or 3D shoe model to point out the perception highlight area. Ex: pressure points on the shoe	

STAGE 3	Statement	Opportunity	Short-term Approach	Long-term Approach
Feedback	Some runner's perception might be missed with a rating question.	Text feedback is a good way to express self-perception	1. Use images and texts to express my mood at the same time	
			2. Provide a wide range of adjectives(word cloud) or pictures for testers to choose to express what they feel	
			3. A voice over recording for the feeling expression. It's like you are talking to a friend	1.In terms of the amount of texts in voice over, AI language models can show the tester preference for certain perception.
	Wide range of text feedbacks are hard to process in one week	Develop a system to process the amount of text.		2.AI (technology) can be a role to process the amount of text feedback
	Test manager needs to be present to collect and digest feedback.	Reduce the test managers workload and be more efficient		3.Chat bots with AI can be implemented in the future for interacting with testers remotely.
	Need more intuitive way to express testers' perception	Include diverse perspectives how testers feel	4. Interaction interface design more than type or click the options Ex: Take a picture and draw directly on the picture to express the highlight of the shoes	
	Short-distance 1K wearing test is less reliable than long-distance test	Improve the performance credibility via tests	5. More long-distance testing 6. a paraphyletic test where also some designers were involved	
	Runners have their own small adjustment during running	Observe runners' needs during the testing section	7. Provide a toolbox during the testing. (Laces, pattern, insole…the reinforcement of the tongue, tape heels) 8. Brand reputation might be affected negatively if too many components can be changed by consumers.	
	Some questions related to tester expectation to change the testing shoe. But hard to express	Create a new way to collect feedback about shoes' modification.		4.Virtual shoes are easy to have exploded view and rotate for testers to point out what they want to change

STAGE 4	Statement	Opportunity	Short-term Approach	Long-term Approach
Wait	Testers forget what shoes they tried and lost the connection with Adidas	Make tester feel like experiencing a journey together	1. Continue the testing from CR0 to GTM 2. Build feedback sharing platform between testers 3. keep the tester updated during the creation phase. Ex: Newsletter, timeline or email/sms notification 4. Hold a design tournament for testers - Get appearance design ideas from consumer but not performance	

STAGE 5	Statement	Opportunity	Short-term Approach	Long-term Approach
Product announce	Lack of understanding why feedback is not execute on launched shoes	Improve understanding about shoe making concerns	1.Educate consumers about how shoes are made and what is the concern that their feedback is not feasible.	
			2.Win the product after testing (always nice to have a free shoe)	
	Eager to know the publish time and the final colorway and details	Keep testers connecting to brand	3.Newsletter	
	doubt about long run comfort before purchase	Break the doubt and collect consumers concerns in the market	4.Rent a pair of long-term trial shoes before consumers buy it (2016 Adidas has announced a service in Vienna)	
	Testers get paid so less disappointed to see the feedbacks are not consider for the launch product	Design an incentive to keep consumer have high interests in brand	5. Provide vouchers 6. Provide testers the shoe they like	
	Testers eager to know each other and share their experience about running test	Hold events to connect testers and form a community	7.the testers corner or something like this, like a cheering zone, and then everybody's running as well as could be a nice event	

3. Adizero Fuzzy Front-End Milestones and Tools for each stage

Adidas Adizero Running Footwear Fuzzy Front-End

23 weeks (6 months)

Explore Phase — Design Phase — Development Phase

Pre-Development Start — Material Showcase — Design Brief — Final Design Review — Tech Design Pack — Shoes testing — CR0 Review Meeting

4 weeks or longer — 4 weeks — 4 weeks — 2 weeks — 10 weeks — 3 weeks

4. Adizero Fuzzy Front-End Stakeholder Analysis Canvas

A notation like "1A1" corresponds to the first interviewee's superpower action number 1, while "1T2" pertains to interviewee 1's anticipated tool/method number 2 for the future character.

Considering the distinct interview booklet used for external interviews in contrast to internal interviews, the categorization for the external analysis will centre around consumer journey activities, encompassing both current and future perspectives. For example, "S1-A1" signifies Stage 1, Activity 1. Similarly, "S1-S1" refers to Stage 1, Short-Term Opportunity 1, and "S1-L1" represents Stage 1, Long-Term Opportunity 1.

Based on this framework, the interview content will be scrutinised across four canvases: "Marketing," "Design," "Development," and "Consumer."

(1) Marketing analysis canvas

Marketing		FFE for Now		Character		FFE for Future	
		Regular activity	Innovation activity	Now	Future	Regular activity	Innovation activity
				Defender	Future vision saviour		
Power	Internal Adidas	1A1.,1A4	2A5, 3A5	+	+		5T6,5T7,6T6,7T7,8T4
	External Adidas		3A4				1T6,2T5,2T6,3T6,6T7, 9T3
Interest	Internal Adidas	1A7,1A8,2A1	2A2, 3A2	+	+		
	External Adidas		3A4				3T6,6T7,7T8,7T9
Attitude	Internal Adidas	1A5, 2A4	1A3, 2A5	-	+		5T5
	External Adidas		3A1,3A3				7T8,7T9

Design analysis canvas

Design		FFE for Now		Character		FFE for Future	
		Regular activity	Innovation activity	Now	Future	Regular activity	Innovation activity
				Debater	Savior		
Power	Internal Adidas	4A3,5A2	4A1,4A2 ,4A5	-	+	2T8,3T7,3T8,7T10,7T12	2T7,2T8,4T7,5T9,5T10,9T6,9T7
	External Adidas		4A2,4A4,5A1,5A3				1T8,6T9,6T10,6T11,8T5
Interest	Internal Adidas		4A5,5A4	+	+	1T7, 3T7	6T10
	External Adidas		4A4				5T8,
Attitude	Internal Adidas	4A3	4A2,4A5,4A6,4A7,5A4	-	+	1T7,	5T10,6T8,7T11,8T5
	External Adidas		5A3				1T8,5T8,8T5

(2) Development analysis canvas

Development		FFE for Now		Character		FFE for Future	
		Regular activity	Innovation activity	Now	Future	Regular activity	Innovation activity
				Defender	Future vision Savior		
Power	Internal Adidas	6A5,6A6,6A9,7A1,7A2,7A3,7A5,8A2,8A4,8A6,9A1,9A4,9A5,9A8	6A1,6A2,6A3,6A4,6A8,7A4,8A3,9A6	+	+	9T4	6T3,6T4,8T3,
	External Adidas	6A9,7A1,8A18A5, 8A7,9A2	6A4,6A10,9A2,9A7				7T4,7T5,7T6
Interest	Internal Adidas	9A8,9A10	6A7,7A4,9A6,	+	+		
	External Adidas	8A7	8A8,8A9,9A7				6T5,7T4,7T5
Attitude	Internal Adidas	7A2,7A3,7A5,9A3,9A4,9A9	6A1,6A2,6A3,7A4,7A6,9A6	-	+	9T4	8T3
	External Adidas	8A5,8A7	6A10,7A6				6T5,7T4,7T5,8T3

(3) Consumer analysis canvas

Consumer		FFE for Now		Character		FFE for Future	
		Regular activity	Innovation activity	Now	Future	Regular activity	Innovation activity
				Acquaintance	Savior		
Power	Internal Adidas	S1A3,	S2-A1,S2-A2,S2-A3,S3-A1,S3-A2,S3A3	-	+		1T3,2T1,3T1,3T2,S2-S1,S2-S2,S2-S3,S3-L1,S3-L2, S3-L3
	External Adidas	S1A2,				3T3,S1-S1,S1-S2,S1-S3,S1-S4, S4-S4,S5-S2,S5-S5,S5-S6	4T2,4T3,4T4,6T1,6T2,7T1,7T2,7T3,9T2, S1-L1,S1-L2,S2-S4,S2-L1,S3-S1,S3-S2,S3-S3,S3-S4,S3-S5,S3-S7, S3-L3,S3-L4,S4-S3,S4-S4,S5-S1,S5-S4
Interest	Internal Adidas			-	+	4T1	1T3,8T2
	External Adidas		S4-A1,S5-A1			S4-S2,5-S5,S5-S6	2T2,2T3,4T3,7T1,7T3,8T1,9T1,S1-S5,S3-S3,S3-S4,S4-S3,S5-S1,S5-S3,S5-S7
Attitude	Internal Adidas	S1-A1,	S2-A1,S3-A2,S3A3	+	+		1T3,2T1,3T2,
	External Adidas	S1A2,	S4-A1,S5-A1			S4-S2,S5-S3	4T2,4T3,4T4,6T1,6T2,7T2,9T2,9T3,S3-S8,S5-S7

5. Expected FFE innovation activities matrix

Key Role	action	Subject	By tool/ method	outcome	
Marketer	collect	Athletes	Experience interview	Consumer Insight	
		Athletes	Experience video	Consumer Insight	
		Online running community	Storytelling	Power BI	Market trend
		Online running community	Storytelling	Power BI	Market size
		Trend report	Storytelling	Power BI	Market trend
		Target consumer	Storytelling	MarketSight	Design preference
		Target consumer	storyboarding	Storyboard	
	link	Designer	Midjourney	Market trend	
		Triad team	Legal document	Guideline	
		Target consumer	User Engagement planning	Running APP	
		Target consumer	User Engagement planning	Local Athletic Club	
		Target consumer	User Engagement planning	Marathon Events	
	integrate	Target consumer	AI ML model	Questionnaire text feedback	
		Target consumer	3D model in VR/AR	Questionnaire visual feedback	
		Target consumer	2D view on MarketSight	Questionnaire visual feedback	
	Brief	Ecom/PR team	Storytelling	Direction/Guideline	
	Avoid	Competitor	Patent check	Direction/Legal patent report	
	Explore	Market trend	Power BI	Market size	
		Market trend	Trend report	Consumer needs	
		Market trend	Exhibition	Ideas	

Key Role	action	Subject	By tool/ method	outcome
Designer	Define	Visual identity	Photoshop / Illustrator	2D rendering
	co-create	Elite athlete	Prototype toolbox	Ideas
		Elite athlete	Prototype toolbox	Storytelling
		Elite athlete	Generative AI	Image board
		Target consumer	MarketSight	Trend reference
		Target consumer	Prototype toolbox	Storytelling
		Target consumer	Prototype toolbox	Ideas
		Target consumer	Generative AI	Image board
	Align	Market trend	Power BI	Business Insight
		Market trend	MarketSight	Design guideline
		Performance	Development Toolbox	Visual guideline
		Performance	Sports Science Toolbox	Visual guideline
		Performance	Runner observation	Observation Video
		Manufacture	Shoes making education kit	Mass Production Video
		Manufacture	Shoes making education kit	Infographic slide
	Prototype	Upper	Soft Last toolbox	Hand-made prototype
		Upper	Heat press toolbox	Hand-made prototype
		Tooling	3D Printer	Outsole detail pattern
		Tooling	3D Printer	Soft Midsole
		Tooling	Hand sculpt foams	Rough midsole shape
	Brainstorm	Future concept	Abandon sample shoes component	Reconstructed prototype
		Prompt	Midjourney	Futuristic 2D rendering
		Prompt	Stable diffusion	Multiple detailed ideas under same construction
		Model image details	Stable diffusion	Multiple detailed ideas under same construction

Key Role	action	Subject	By tool/ method	outcome
Developer	Align	Market trend	Power BI	Business Insight
	Monitor	Performance	Power BI	Testing data tracking
	Predic		Machine Learning model	Target consumer preference
	Analyse	Running economy factor	Morphological chart	Deconstruction options
		Concept	Harris Profile	Strength/weaknesses of concepts
			Weighted objective	Best concept
			FEA simulation	3D model
			VR evaluation system	
	Manage	expectation/risk	C-box	Innovation & feasibility evaluation
			Legal check	Legal guideline
			World Athletics regulation	
	Estimate	Footwear cost	Excel	Target sell price
			MarketSight	

Testing data

1. (Mechanical testing) - Mass, Stiffness,Cushioning,Energy return
2. (Biomechanical testing)- Trajectory,kinematic, Kinetic
3. (Physiology testing)-heart rate,oxygen

Key Role	action	Subject	By tool/ method	outcome
Target consumer	Connect	Footwear testing	Registration channel	Running APP
				Local Athletic Club
				Marathon Events
			Continuous updating consumer journey	Newsletter, timeline or email/sms notification
			Subscription plan	Rent a pair of long-term trial shoes before consumers buy it
	Learn	Sports science	Morphological chart	Education toolbox
		Material		Material Toolbox
			Product Journey mapping	Visualisation about footwear life cycle
	Envision	Future concept	Trend foresight	Consumer footwear expectation
	Engage	Other consumer	IG/FB/TikTok…	Photo/Video
			Marathon event feedback collection	Tester corner to share their experience
	Brainstorm	Future concept	Abandon sample shoes component	Reconstructed prototype
		Prompt	Midjourney	Futuristic 2D rendering
			Stable diffusion	Multiple detailed ideas under same construction
		Model image details		
	Co-creation	Design	MarketSight	Trend reference
			Design engagement plan	Local region design tournament
			Prototype toolbox	Storytelling
				Ideas
			Generative AI	Image board
			2D silhouette footwear drawing	Foot pain point
				Detail ideas
			VR 3D Localised Postural Discomfort Evaluation	VR foot map with red/green cross
		Development	Data-centric design	Body sensor for testing

DESIGNER SUPERPOWER ELEMENTS

OUTCOME · TOOL/METHOD · SUBJECT · ACTION

CO-CREATION WORKSHOP — DESIGNER SUPERPOWER CARD
22.08.2023 16:30-17:15

- Outsole detail pattern
- Soft Midsole
- Reconstructed prototype
- Futuristic 2D rendering
- Business Insight
- Design guideline
- Observation Video
- Infographic slide
- Hand-made prototype
- 2D rendering
- Ideas
- Storytelling
- Image board
- Trend reference
- Heat press toolbox
- 3D Printer
- Hand sculpt foams
- Abandon sample shoes component
- Stable diffusion
- Development Toolbox
- Sports Science Toolbox
- Runner observation
- Shoes making education kit
- Soft Last toolbox
- MarketSight
- Prototype toolbox
- Generative AI
- Power BI
- MarketSight
- Prompt
- Model image details
- Photoshop / Illustrator
- Prototype toolbox
- Generative AI
- Performance
- Manufacture
- Upper
- Tooling
- Future concept
- Visual identity
- Elite athlete
- Target consumer
- Market trend
- Define
- co-create
- Align
- Prototype
- Brainstorm

MARKETER SUPERPOWER ELEMENTS

ACTION · SUBJECT · TOOL/METHOD · OUTCOME

CO-CREATION WORKSHOP — MARKETER SUPERPOWER
22.08.2023 16:30-17:15

- Avoid
- Brief
- integrate
- link
- collect
- Target consumer
- Trend report
- Online running community
- Athletes
- Explore
- Ecom/PR team
- Target consumer
- Target consumer
- Triad team
- Designer
- Storytelling
- Experience video
- Experience interview
- Market trend
- Competitor
- AI ML model
- Engagement planning
- Legal document
- Midjourney
- storyboarding
- Power BI
- Patent check
- Storytelling
- 2D View on MarketSight
- 3D model in VR/AR
- Market size
- Market trend
- Consumer Insight
- Exhibition
- Trend report
- Running APP
- Guideline
- Market trend
- Storyboard
- Design preference
- Direction Guideline
- Visual feedback
- Text feedback
- Marathon Events
- Local Athletic Club
- Ideas
- Consumer needs
- Market size
- Legal patent report

DEVELOPER SUPERPOWER ELEMENTS

OUTCOME TOOL/METHOD SUBJECT ACTION

CO-CREATION WORKSHOP
DEVELOPER SUPERPOWER CARD
22.08.2023 16:30-17:15

Legal guideline · Target sale price · Deconstruction options · Strength/weaknesses · Best concept · 3D model · Innovation & feasibility evaluation · Business Insight · Testing data tracking · Consumer preference

Legal check · World Athletics regulation · Excel · MarketSight · Harris Profile · Weighted objective · FEA simulation · VR evaluation system · C-box · Power BI · Machine Learning model · Morphological chart

expectation/Risk · Footwear cost · Estimate · Market trend · Performance · Running economy factor · Concept · Align · Monitor · Predict · Analyse · Manage

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22.08.2023 16:30-17:15
CO-CREATION WORKSHOP
CONSUMER SUPERPOWER CARD

CONSUMER SUPERPOWER ELEMENTS

ACTION SUBJECT TOOL/METHOD OUTCOME

Brainstorm · Engage · Envision · Learn · Connect · Future concept · Material · Sports science · Footwear testing · Co-creation · Design · Model image details · Prompt · Future concept · Other consumer · Subscription plan · Continuous updating consumer journey · Registration channel · Trend foresight · Product journey mapping · Morphological chart · Development · Marathon event feedback collection · IG/FB/TikTok... · MarketSight · Stable diffusion · Midjourney · Abrasion sample shoes component · METHOD · Data-centric design · AR 3D Localised Post Discomfort Evaluation · 2D silhouette footwear drawing · Prototype toolbox · Design engagement plan

Image board · Ideas · Storytelling · Local region design tournament · Trend reference · Rent a pair of long-term trial shoes before consumer buy it · Body sensor for testing · VR foot map with red/green cross · Detail ideas · Footpath point · Photo/Video · Newsletter timeline notification · Marathon Events · Local Athletic Club · Running APP · Consumer footwear expectation · Visualisation about footwear life cycle · Material Toolbox · Education toolbox · Tester comer to share their experience · Multiple detailed ideas under same construction · Futuristic 2D rendering · Reconstructed prototype