

M!NDSPARK

Gap Inc.

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FROM FUZZY TO FRUITION

FOR THOSE WHO DESIRE TO CREATE THE FUTURE

MINDSPARK is the nucleus for creativity; building capacity and talent to create, innovate and implement. We foster the creative DNA at Gap Inc. We ignite curiosity through world class insights and foresights. We provide the platform to experiment, learn, evolve and prosper.

MINDSPARK is a force for change; moving global brands and their strategic partners on the road from fuzzy to fruition to breakthroughs in innovation strategy, business process improvement and culture transformation.

MINDSPARK is a dynamic community; together we are building and implementing an organizational and social architecture for creativity and innovation.

MINDSPARK: moving ideas from fuzzy to fruition

WE HAVE GROWN FROM A SPARK TO A MOVEMENT

Mindspark is Gap Inc.'s internal brand of innovation, started by Glenn Murphy and Jack Calhoun in 2011 as a way to stimulate creative thinking in the organization.

From this spark, we have grown from an event to an internal innovation consultancy, with over 700 MINDSPARK participants, helping groups of people generate, evolve and implement ideas.

The Movement is propelled by our principal consultants, THE MINDSPARK ACROBATS.

BRAND M!NDSPARK DRIVES INNOVATION IN 3 WAYS

INSIGHT, FORSIGHT AND STRATEGY

- Clarify Opportunities
- Foresee Future Scenarios
- Reveal Unmet Needs
- Infuse Design Thinking
- Inspire Creation
- Inform Brand Tenets
- Guide Innovation

TALENT AND CULTURE

- Listening to Evolve
- Build Capability
- Cultivate Culture of Creativity
- Foster Team Dynamics
- Instill Leadership Coaching
- Facilitate New Org Models

MAKING AND GROWING

- Generate Ideas
- Create Prototypes
- Manage Experiments
- Build on Results
- Drive Implementation

ON A ROAD FROM FUZZY TO FRUITION

1. IDENTIFY THE
PROBLEM &
OPPORTUNITY

3. SPARK COLLABORATION &
INSPIRATION THROUGH
MINDSPARK SUMMITS &
WORKSHOP

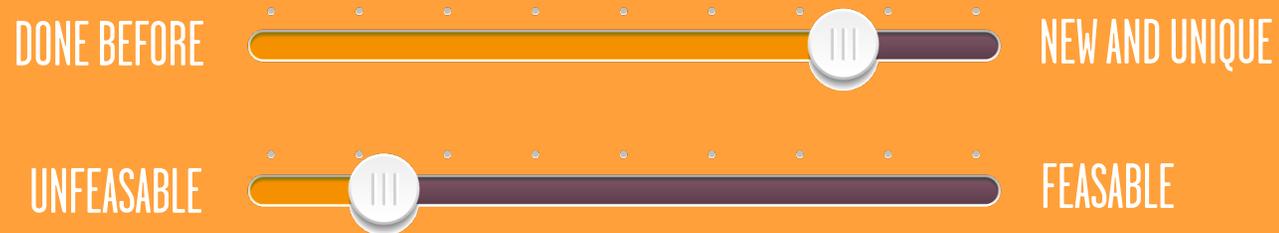
4. PROTOTYPE,
EXPERIMENT,
BUILD & TAKE
HOLD

2. ACTIVATE
FORESIGHTS,
INSIGHTS &
STRATEGY

5. INCUBATE,
ACTIVATE &
CELEBRATE

STEP 1:
**IDENTIFY THE
PROBLEM AND
OPPORTUNITY**

Every innovation challenge begins with identifying a clear innovation task to be solved in collaboration with the challenge owner in order to promote breakthrough ideas. We like ideas that are low in feasibility; they often have huge potential if we can use brain power to make them feasible.



STEP 2:
**ACTIVATE
FORSIGHTS,
INSIGHTS AND
STRATEGY**

We believe in a consumer-centered mindset. For every project, understanding the wants and needs of consumers is key to developing game changing ideas.

We dedicate time in non-traditional settings to immerse ourselves in the subject and the people it affects. This process helps us to discover and hone insights and evolve insights based on our innovation task.

We work closely with the Consumer Insights team at Gap Inc. to gather thoughtful qualitative and quantitative research, and identify the unarticulated needs of the consumer.

STEP 3:
**CREATIVE
COLLABORATION AND
INSPIRATION THROUGH
MINDSPARK SUMMITS
AND WORKSHOPS**

During a MINDSPARK session, we stimulate brain activity and generate hundred of ideas with a multi-sensory experience. By lighting up certain parts of your brain, the whole group can be more creative and push the spectrum of thinking to new levels.

Innovation often emerges from the intersection of operational and creative worlds. MINDSPARK enables participants to move in and out of these two worlds to activate empathy, insight, narrative, imagination and intuition.

Using a divergent and convergent method of developmental thinking and collaborative dynamics, we build, distill, challenge and resolve into powerful, high potential solutions.

STEP 4:

**PROTOTYPE,
EXPERIMENT,
BUILD AND
TAKE HOLD**

Everything is an experiment. The Mindspark process provides a useful framework to build, test and evolve ideas. After a MINDSPARK session, we prototype and test our new and unique concepts. Consumers, influencers and other creative people participate in collaborative sessions to co-create with us.

STEP 5:
**INCUBATE,
ACTIVATE
AND CELEBRATE**

After consumer input and co-creation, the evolved concepts are tested in the market and in the business and further evaluated by the Consumer Insights team. Based on our new learnings, we pivot and refine the concepts before bringing them to scale.



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INCUBATE / CULTIVATE / ACTIVATE

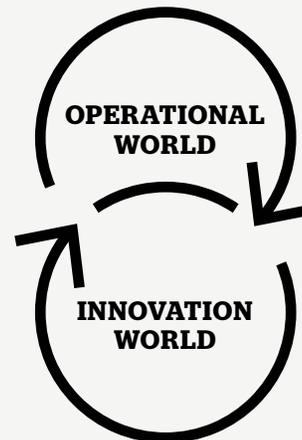




Two Worlds

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Making innovation a reality requires you to forcefully flow between two worlds in business. If you can maintain equal footing in both worlds, then you'll be able to create new ideas and bring them to fruition.



Operational world is about the here and now and knowing the answer; dominated by rules, procedures, and expectations.

Innovation world is about the future and exploring new possibilities; focused on exploring, curiosity, and developing ideas.

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Climate, Thinking, Action!

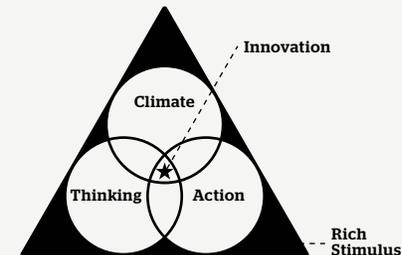
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Set up successful innovation meetings with the right ingredients:

Climate: Establish the energy and environment that nurture open collaboration and sharing of new thoughts and ideas.

Thinking: Suspend reality with unfiltered thoughts and divergent ideas based on wishing and metaphorical, analogous, and absurd thinking to create newness.

Action: Jump back into your operational world with process and guidelines to take new and intriguing thoughts, build on them as a team, and bring them into action.



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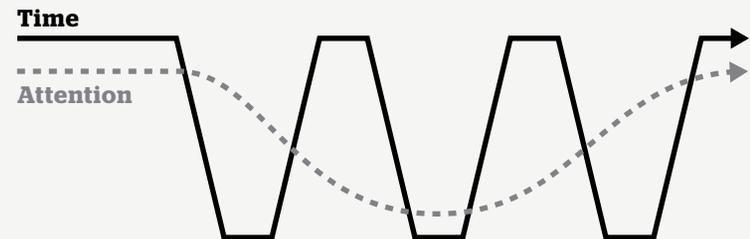
In/Out Listening

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Even with really interesting speakers, most people are only able to absorb 10 seconds of information at a time. In the interim, we're making connections, rehearsing what we intend to say, daydreaming, and wishing.

Those are all fertile thoughts for innovation. Write down the connections you are making and enable your team to do the same. Then talk about those ideas.

Connection-Making or Rehearsal Curve



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Language & How to Headline

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Typically, speakers give a preamble before giving their main point. But it's often more powerful to "cut to the chase." Take advantage of people's listening habits by presenting your thoughts beginning with the main point.

Headline first, then elaboration. Keep your notes to tell the backstory of where your idea came from – what were the triggers, connections, and builds that sparked your idea?

Start your headline with **"I wish there was..."**, **"How to overcome..."**, or **"What you could do is..."**. Then explain how your mind brought you there.

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Workshop Roles

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To create and enable purposeful meetings of innovation with flow, you should define and maintain three distinct roles. Here's how you do it.

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The Client – describes the problem, directs content, invites resources, is accountable for decisions, builds climate, commits action plans

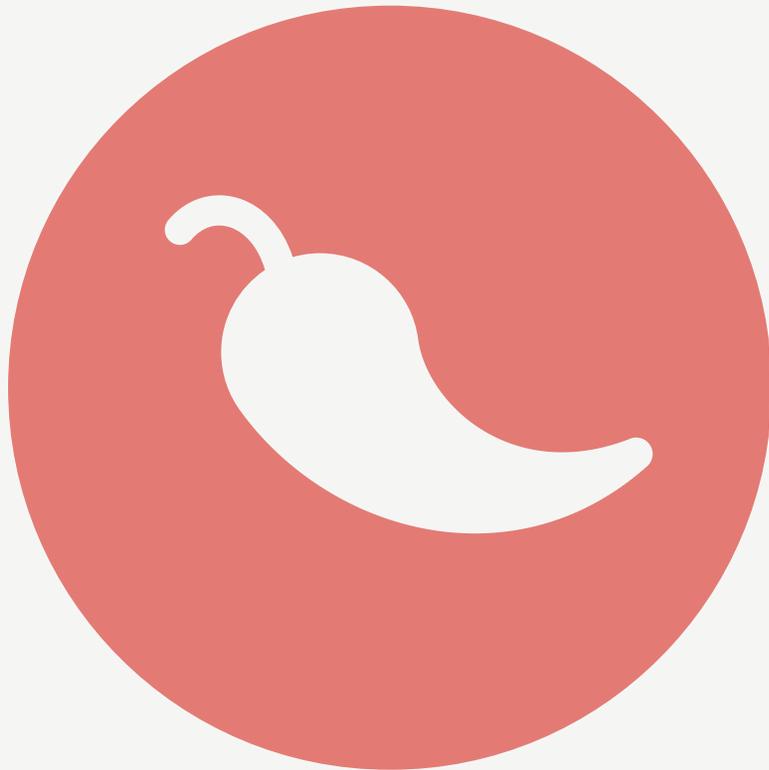
Facilitator – designs, directs, and manages the process, remains neutral on opinions, protects ideas and people/creativity, gives client choices, manages climate, ensures group participation

Resources – are honored guests, contribute knowledge and ideas, lead implementation, provide diversity

Role	Activity	Responsibility
The Client	Contributes / Directs	Content
Facilitator	Designs / Directs	Process
Resource	Contributes	Expertise / Content

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S.A.L.S.A. Rules

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Follow these principles of the Synectics philosophy to improve climate and increase the effectiveness of your workshops:

- S** **Speak for easy listening.**
Headline your point.
- A** **Assume value.**
Value differences, assume positive intent.
Credit others when they contribute to your thinking.
- L** **Listen with an open mind.**
Listen to build rather than to evaluate – no heat-seeking missiles!
Use in/out listening and make connections on your pad.
- S** **Stay loose until rigor counts.**
Protect new ideas until they've had a chance to grow.
Evaluate constructively, framing concerns into opportunities.
- A** **Act when the time is right.**
Be prepared to help turn a new idea into an action plan.

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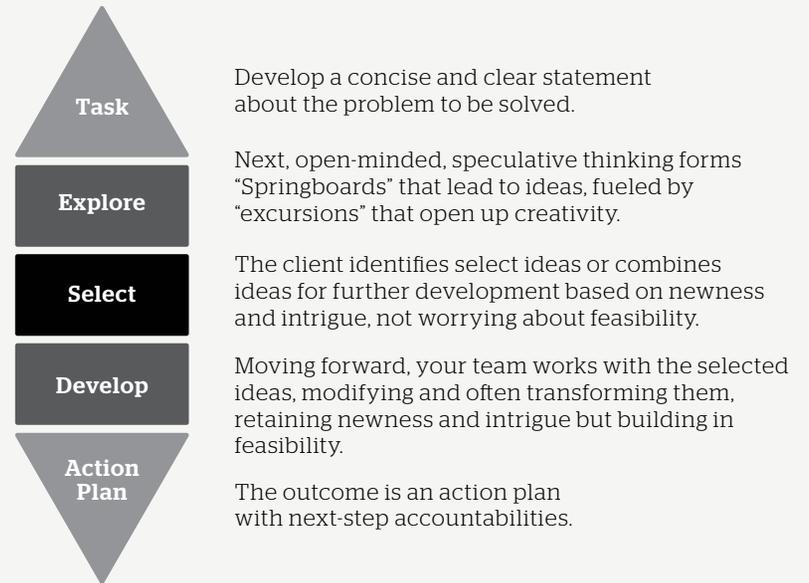
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The Synecticsworld® Problem-Solving Model

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What you want to bring new ideas into action is a balance of exploring and analyzing with plenty of room for imagination.

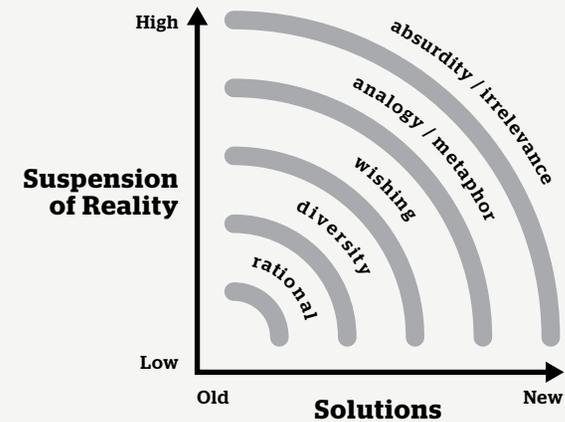


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Spectrum Thinking



Breakthrough innovative thinking requires that you explore concepts beyond rational and into absurd territory. The further you go, the newer the idea, but the greater the need for trust in the climate.

“What’s an idea that would get you fired?”

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Springboards

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A Springboard is a one-sentence headline of any thought or connection that addresses a Task Headline and starts with “I wish” or “How to,” followed by 8-10 words that express an idea.

Anything goes. Absurd is fine at this stage. Suspend judgment. Guide the team to build on the ideas. This is the time for expansive thinking, leading to breakthroughs.

“I wish I could teach the world to sing”

or

***How to “have the whole world sing
in perfect harmony”***

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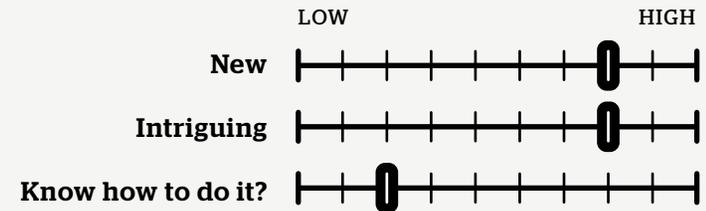
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Selecting Ideas

When selecting new ideas to take forward to action, we want to select with the following criteria in mind:

The ideas must feel very new. They should be very intriguing. And they should feel infeasible... you should not yet know how to do implement them. This will create opportunity to work on something that can create freshness.



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Developmental Thinking

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Use developmental thinking to boost innovation when you want nascent ideas to evolve and prosper.

Decision-making thinking filters ideas quickly, therefore missing the opportunity to incubate and cultivate.



Developmental thinking enables ideas a chance to evolve and grow by cocreation and group contribution.



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M!NDSPARK Task Challenges:

Biz Model Shift:

How might we redefine traditional retail to capture online traffic while also using fewer natural resources?

New Success Metrics:

How might we create the next generation of retail sustainability KPIs that capture a more holistic view of success?

Sharing Ideas Faster:

How might RILA effectively mine growing streams of information to help deliver greater value for their members?

Health & Happiness:

How can we tap into the experiential economy (e.g., slow movement, etc.) as a way to promote healthier lifestyles and generate growth?

Global Ethical Sourcing:

How might we reimagine the supply chain in way that makes it sustainable for people, planet and the bottom line?



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