



WORKSHOP

**DRIVE ORGANIC GROWTH
WITH
CLIENT-CENTRED
THINKING**

David Clayton & Lindsey Goebel

The background of the slide features the silhouettes of four people standing in a line, facing right. They appear to be in a meeting or discussion, with their hands slightly raised as if gesturing. The lighting is dim, creating a professional and focused atmosphere.

Go for Growth

Everyone is talking about it

$\frac{3}{4}$ CMOs admitted they failed to deliver
against profitable growth objectives

Only 40% of CEOs believe their businesses
will be viable in 10 years time



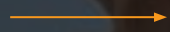
How can we help drive growth in a time of technological abundance and diminishing returns?

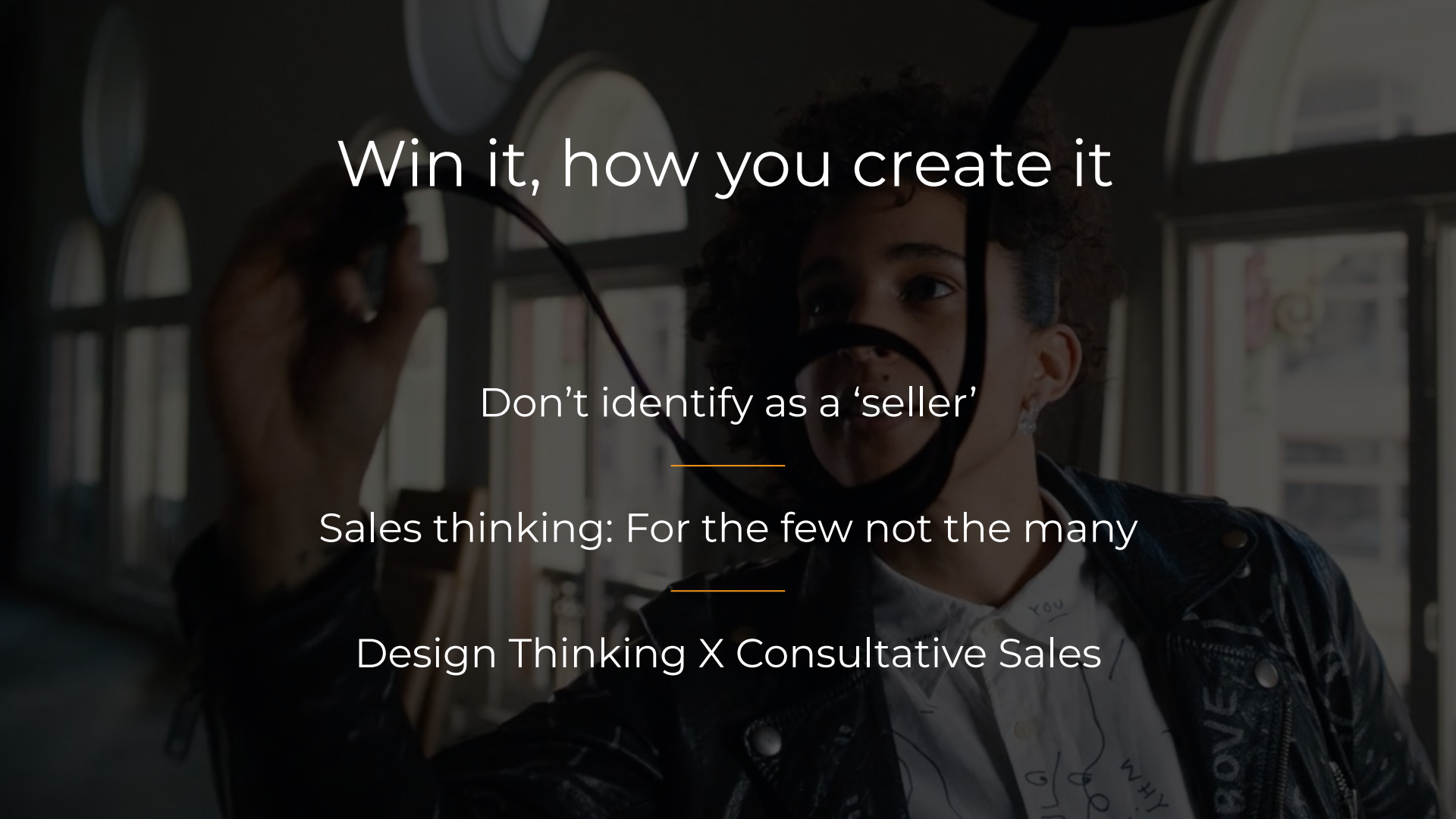
The value exchange

Creating
high-value
activities

Inspires
high-value
behaviors

Leading to
high-value
outcomes



A woman with curly hair, wearing a black leather jacket over a white t-shirt, has a hand-drawn black mustache on her face. She is holding a black pen in her right hand. The background is a workshop or office with large windows and a whiteboard. The text is overlaid on the image.

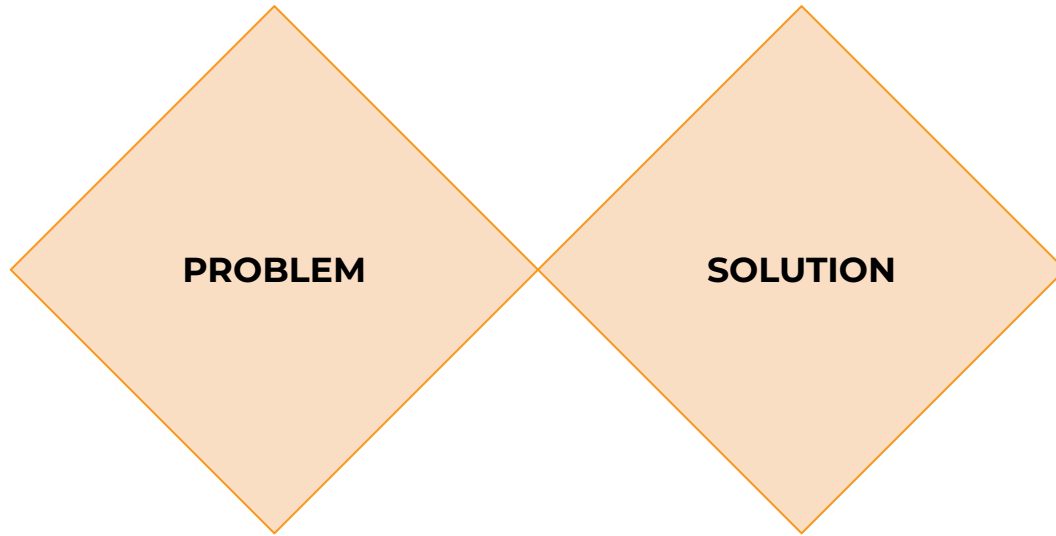
Win it, how you create it

Don't identify as a 'seller'

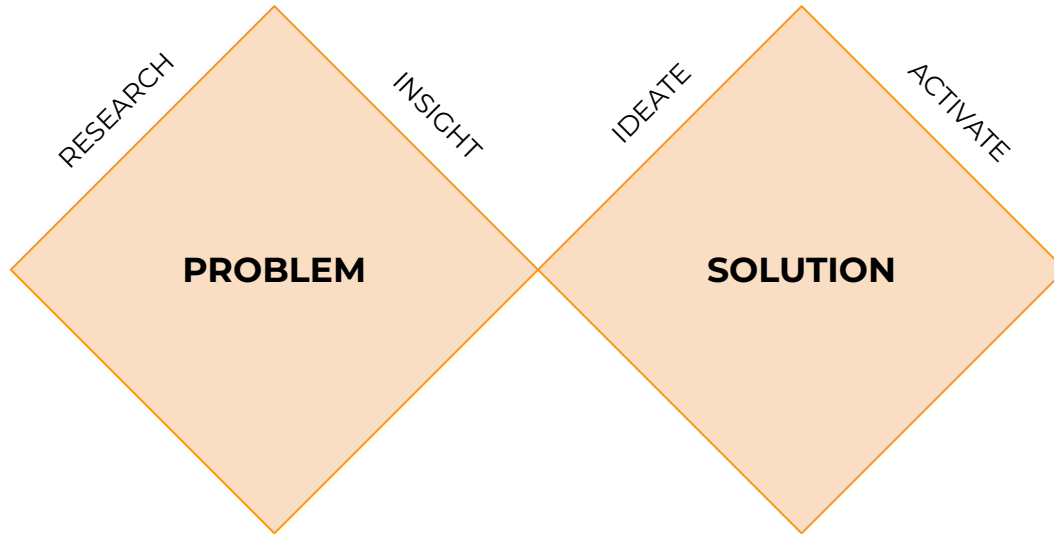
Sales thinking: For the few not the many

Design Thinking X Consultative Sales

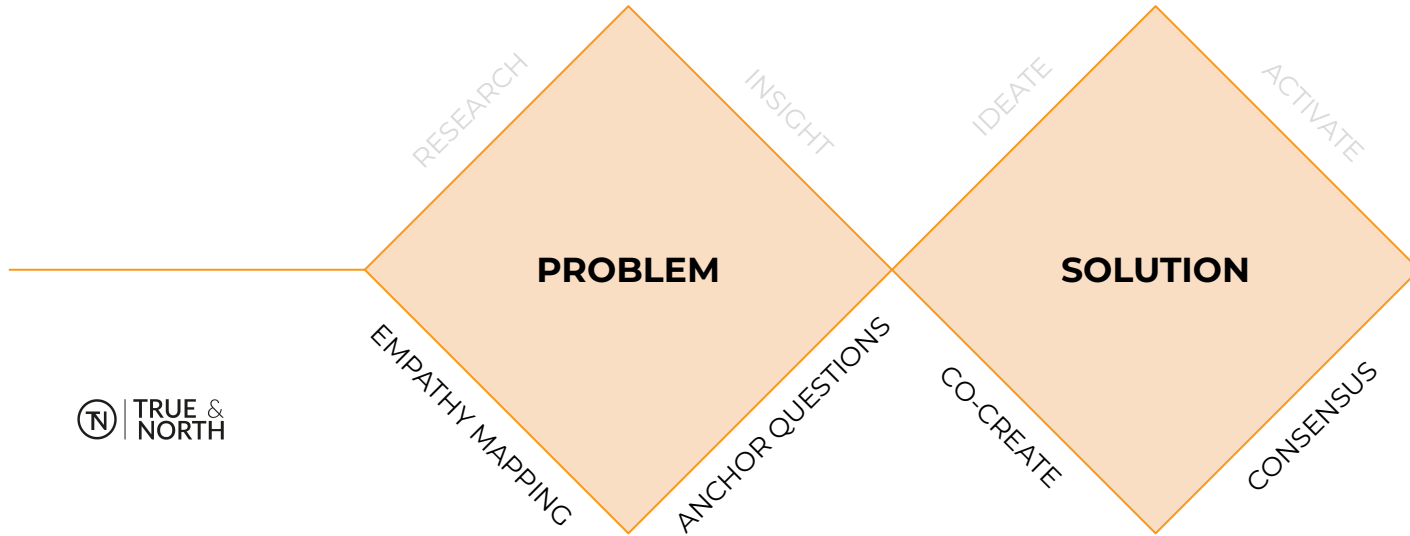
WIN IT, HOW YOU CREATE IT



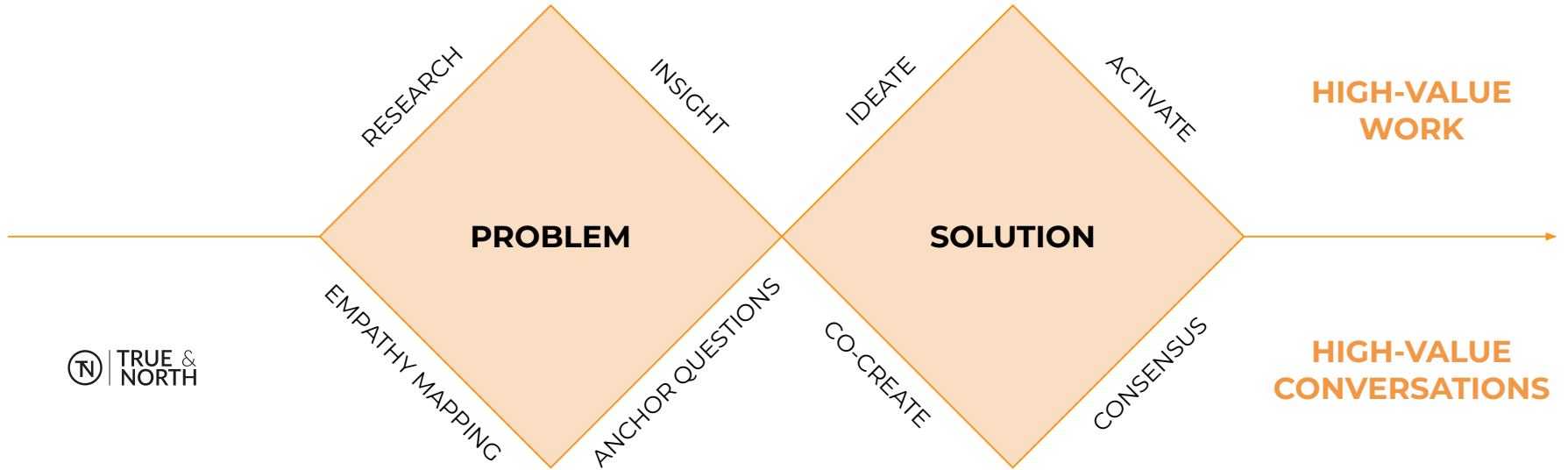
WIN IT, HOW YOU CREATE IT



WIN IT, HOW YOU CREATE IT



WIN IT, HOW YOU CREATE IT



Promise

Embrace Growth mentality

Do less, create more value

Use your superpowers

*

It works, your clients want it
too & you will love it





CLIENT-CENTERED THINKING
EMPATHY MAPPING
ANCHOR QUESTIONS

EMPATHY MAP

CLIENT PROFILE

How do they see
the world around them?

Formal / Informal

People / Task

Curious / Cautious

Concepts / Data

Bullets / Prose



SITUATION

What is their context?

Society

Industry

Business

Function

Campaign/Project

EMPATHY MAP

CLIENT PROFILE

How do they see
the world around them?

Formal / Informal

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Bullets / Prose



This helps you to

Relate to who they are

Build awareness of what they
might care about

Build your curiosity about them

EMPATHY MAP

This helps you to

Generate the subject
of your conversation

Express your value in
the client's world



SITUATION

What is their context?

- Society
- Industry
- Business
- Function
- Campaign/Project

CAPTURE FACTS & OBSERVATIONS
AVOID INTERPRETATION



Brand:
Nike

Client role:
Chief Marketing Officer

Name:
Dirk

CLIENT PROFILE

What do they do day-to-day?

CMO for last 5 years

At Nike for 30 years

Dutch. Speaks 4 languages

How do they come across?

Ex pro cyclist. Not a Nike sport (passion?)

Very little presence in trade press (surprise)

Predecessor reports into him (surprise)

SITUATION

2022 global inflation was 6.5% U.S. Bureau of Labour Statistics	7.6 million unfilled jobs in US in 2022 (surprise)	4 in 10 US consumers who use smart watches are concerned about data (surprise)	Social Influencers are a rising trend in retail	Society
Direct to Consumer more profitable than wholesale & means more control over brand	Adidas aiming for 50% DTC revenues by 2025	Global Sportswear mkt will grow from \$170bn to \$267bn by 2028 – 6.6% CAGR 21-28	Female participation key growth factor in sportswear (surprise)	Industry
North America is Nike's largest market	Nike has 3 brands: Nike, Jordan, Converse	Q3 revs. 66% footwear, 30% apparel, 4% other	Sales in China down -13%	Business
Swoosh is a digital community where people can co-create virtual shoes & clothes (surprise)	In 2022 DTC was 42% of total revenue	In 2022 Footlocker sales were 60% Nike, down from 75% in 2020 (surprise)	Most products manufactured by contractors	Function / Department
				Campaign / Project

OBSERVATIONS FROM ONLINE RESEARCH

Very little presence in trade press /conferences (Surprise)

In 2022 Direct to Consumer was 42% of total revenue

Global Sportswear market will grow from \$170bn to \$267bn by 2028 – 6.6% CAGR 21-28

Predecessor reports into him (Surprise)

In 2022 Footlocker sales were 60% Nike, down from 75% in 2020 (surprise)

Female participation key growth factor in sportswear (surprise)

A person with curly hair, wearing a dark green patterned shirt, is lying on their back on a roof. They are looking up towards the sky. The roof has solar panels visible in the background. The overall scene is dimly lit, suggesting dusk or dawn.

TIPS FOR EMPATHY

Transform observations into hypothesis
Show curiosity, not judgement

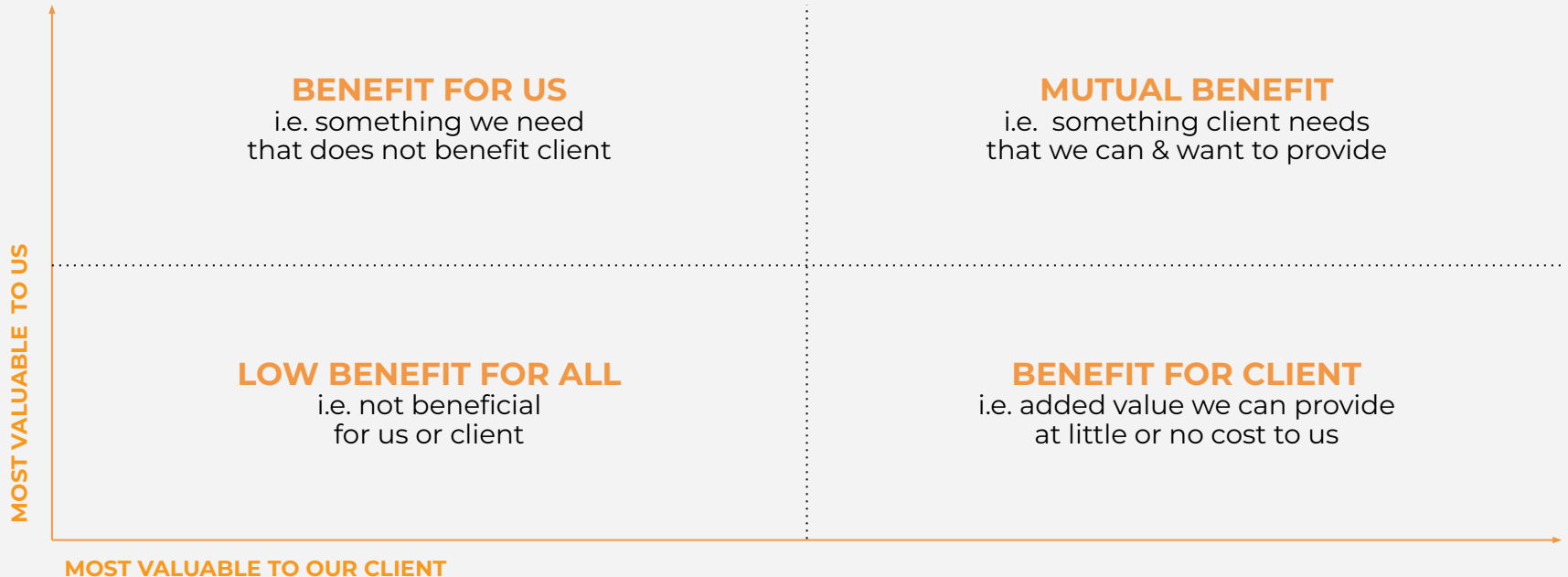
EXAMPLE:
PLAY THE “I WONDER IF...?” GAME
TO FLIP AN OBSERVATION INTO A HYPOTHESIS

Very little presence in trade press /conferences (Surprise)	IWI he's more 'walk the walk' than 'talk the talk'	In 2022, Direct to Consumer was 42% of total revenue	IW what DTC growth means for the future of wholesale partners?	Global Sportswear market will grow from \$170bn to \$267bn by 2028 – 6.6% CAGR 21-28	IW which regions are driving growth?
IWI he's a private person?	IW what he thinks of loud self-promoters?	In 2022 Footlocker sales were 60% Nike, down from 75% in 2020 (surprise)	IWI the Nike app could support wholesale partners (even as Nike pulls back)?	Female participation key growth factor in sportswear (surprise)	IWI this opens Nike up to new competitors with more cut-through with women?

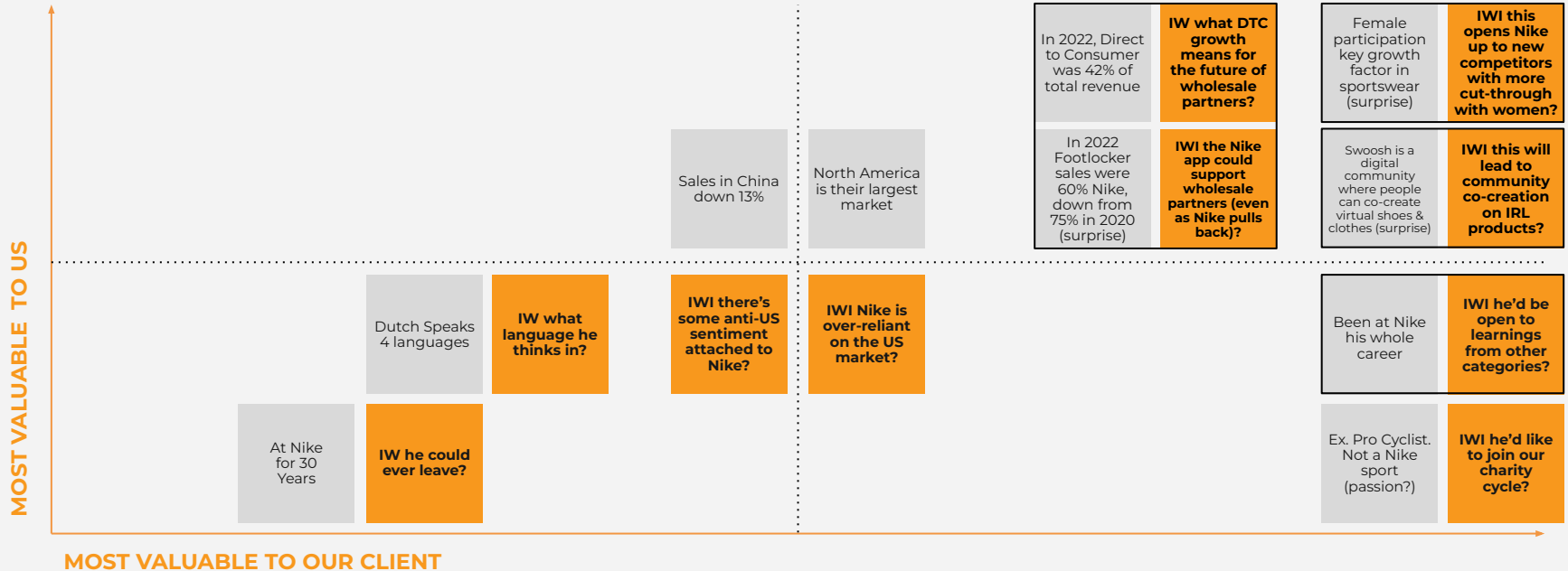
Find the sweet spot between what **is most valuable** to them, and where you have a **role to play**



USE A VALUE CREATION 2X2 TO DECIDE WHAT IS MOST VALUABLE



EXAMPLE: CREATING VALUE 2X2





Anchoring



Anchoring

A form of unconscious cognitive bias that often features in negotiation situations

Anchor questions



EMPATHY

**STRATEGIC
RIGOUR**

HUMILITY

ANCHOR QUESTION FORMULA

“

I noticed/read/experienced
[observation]...
this made me wonder
[hypothesis]...
Is that right? How do you see things?

”

**EXAMPLE:
ANCHOR QUESTION**

“

I read that Nike's Direct to Consumer revenue exceeded expectations

It made me wonder if this complemented or created trade offs with your wholesale partners

How do you see things?

”

10 MIN EXERCISE

WRITE AN ANCHOR QUESTION

You've researched your client and thought about what matters to them most, now it's time to demonstrate your understanding in a question.

01

Consider the top right corner of the Prioritisation 2x2 i.e. the things that are of mutual benefit

02

Use the formula to write different anchor questions

03

If formula wording doesn't feel quite right for you, change it and make it your own!

FORMULA

I noticed/read /experienced **[observation]**.
It made me wonder **[hypothesis]**.
Is that right? How do you see things?



WRAP

Go for Growth
Leverage your Superpowers
Create Value
Enjoy it!



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CLIENT DIRECTOR: RICHARD@TRUEANDNORTH.CO.UK



THANK YOU