

Module #4

# Making



**TEAM #5.**  
MARTY NEUMEIER'S  
METASKILLS CHALLENGE



# Buying trainers is painful

## Consumer Pain Points

- Hassle of having to visit a store to try on shoes, determine the correct size and select style,<sup>1</sup> especially when store workers have to fetch your exact size for you to try
- Fit<sup>2</sup> - Different shoes have different fits and different shaped feet are suited to different styles<sup>3</sup>. Selecting the wrong size can contribute to foot pain and foot disorders<sup>4</sup>
- Consumers want personalisation not mass production<sup>5</sup>
- If you have specialist orthopaedic needs you often have to buy separate insoles which don't always fit the shoe.<sup>6</sup>

<sup>1</sup> Consumers are turning more and more to online shopping as demonstrated by articles such as this; [Online shopping overtakes a major part of retail for the first time ever](#), CNBC

<sup>2</sup> Between 63% and 72% of people are wearing the wrong shoe size, [Journal of Foot and Ankle Research](#)

<sup>3</sup> Different ethnicities have different shaped feet [Jurca, A., Žabkar, J. & Džeroski, S. Analysis of 1.2 million foot scans from North America, Europe and Asia](#)

<sup>4</sup> Foot Problems: Could You Be Wearing the Wrong Shoes? [Winchester Hospital](#)

<sup>5</sup> Made to Order : The rise in mass personalisation [The Deloitte Review](#)

<sup>6</sup> "A poor fitting orthotic may slide within, or stretch, your shoe and it will not provide you with the support you require." [Will my orthotics fit in all of my shoes? Podiatric Association of Canada](#)

## Store Pain Points

- Stores need large inventory to support styles and sizes<sup>7</sup>
- Supply chain requires management with logistics - detrimentally contributing to environmental targets<sup>8</sup>
- Brands have to often rely on wholesalers who may not manage the customer experience well<sup>9</sup>
- Purchases that are returned due to poor fitting, contributes substantially to lost revenue<sup>10</sup>

<sup>7</sup> [How Footwear Retailers Can Better Manage In-Store Inventory](#), Footwear News

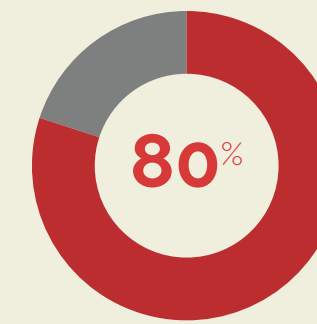
<sup>8</sup> [Supply Chains Cause 90% Of Companies' Environmental Impacts. How Can They Be Improved?](#), YouMatter

<sup>9</sup> [Footwear Wholesaling Industry in the US - Market Research Report](#) IBIS World

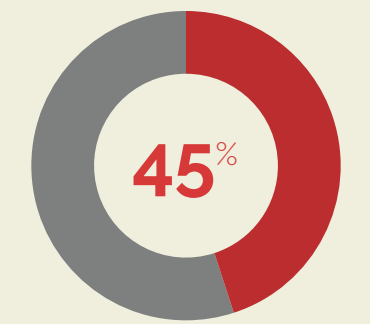
<sup>10</sup> In the US alone the cost of returns is estimated to rise to 550 billion U.S in 2020. Source: [Statista](#)

## FOOTWEAR SURVEY

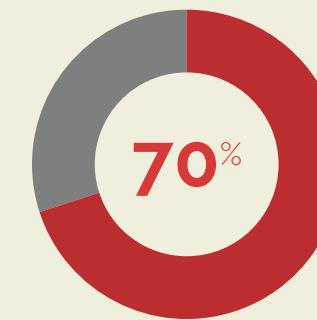
To establish the extent of the problem, we ran our own independent survey of **200 people** globally.



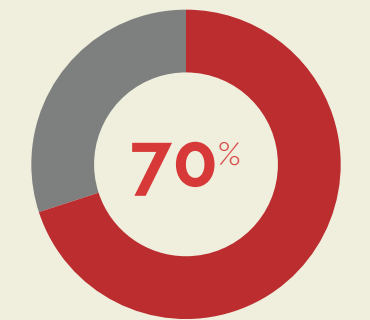
Claimed they experienced foot pain due to their shoes not fitting correctly



Said that they had taken shoes back due to a poor fit at least once in the last 2 years. **10%** stated that they had done this more than once in this time period.



Stated they would be willing to pay more for personalised comfortable shoes which were built specifically for the shape of their foot



Admitted that they would try on more shoes in store if they didn't have to ask a member of staff to bring the shoes in their size

**These findings show the need for a solution in this space.**

View our survey here: <https://bit.ly/3gxLJep>

# What if...

What if we combined a number of ideas from other 'worlds' to create a unique customer experience that addressed customer and store pains?

<sup>1</sup> Digital booths are increasing in popularity

<sup>2</sup> See [this demo](#) showing how AR will allow you to virtually try shoes on:

<sup>3</sup> Apps which creates a 3D scan of your foot - for example [FIT 3D scan technology](#) for shoes, the [Nike Fit App](#) and the [3D Avatar Feet App](#)

<sup>4</sup> See [this article from Sneaker News](#) from 2014 explains the unexploited potential of 3D printing in footwear. [This video](#) shows a basic prototype being printed

<sup>5</sup> See [this Bloomberg report from Reebok](#) about the move from mass production to customisation.

<sup>6</sup> [How McDonalds is building a data-driven retail experience](#)

<sup>7</sup> For example Shape Crunch <https://shapecrunch.com/>

## Photo-booth experience

which makes purchasing simple & entertaining<sup>1</sup>

## AR (augmented reality)

allowing users to see shoes on their feet before they order<sup>2</sup>

## 3D scanning

ensuring a perfect fit ensuring maximum comfort<sup>3</sup>

## 3D printing

enabling on demand production of a shoes<sup>4</sup>

## Personalisation

s consumer trend that allows customers to create highly personalised products<sup>5</sup>

## Shoe buying experience

where recommendations can be made on the personal preferences of the customer

## Sports shoes

a new type of sports shoe - totally customisable and produced to the exact standards of your feet

## Celebrity endorsements

seeing what your favourite sports hero's use

## Digital experiences

the same experience wherever you are (E.g. like McDonalds) capturing data to continually improve<sup>6</sup>

## Specialist orthopaedic support

which takes into consideration individual foot shape & stride<sup>7</sup>

# Introducing: NIKE ShoeSpace

A new type of buying experience - allowing you to totally customise a shoe produced to the exact standards of your feet.



Continuing Nike's commitment to innovation as per the book ShoeDog by Phil Knight - founder of Nike,

## ShoeSpace

### The name

Having a name which simply explains the concept in a mash-up of two words means that consumers will understand swiftly the proposition.



### The booth

ShoeSpace is a stand alone retail unit which provides an unprecedented customer experience. Within the space a customer is guided by a digital screen (which also acts as a augmented reality "mirror"). A treadmill helps the customer to move - and as they do so they are scanned and measured ensuring the output is a perfect fit.



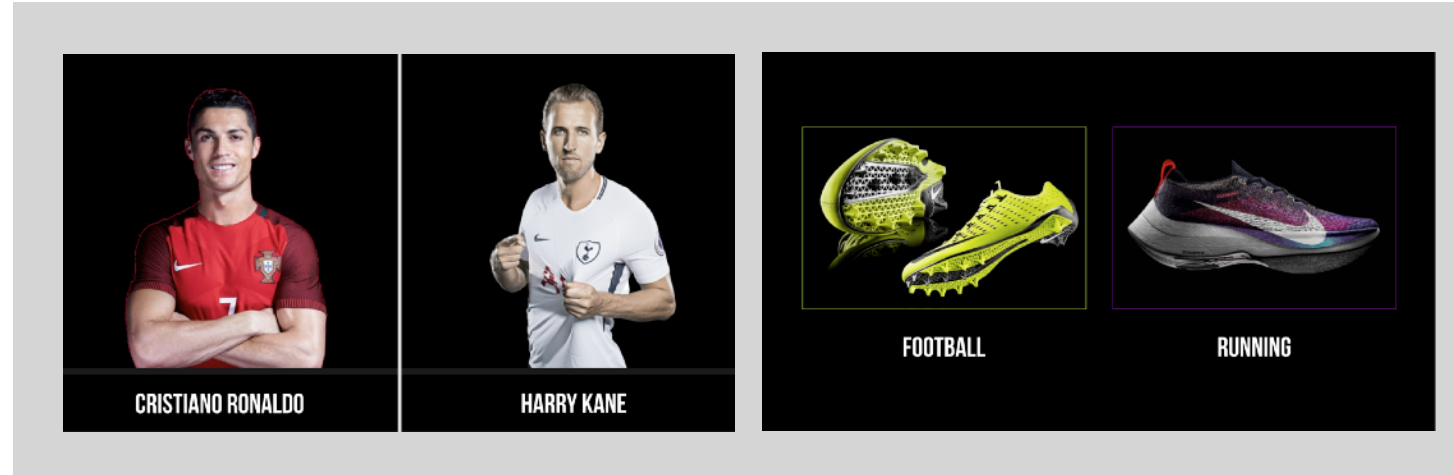
**Personalisation**  
At the heart of the experience will be the highest levels of customisation & personalisation.



# The ShoeSpace Concept

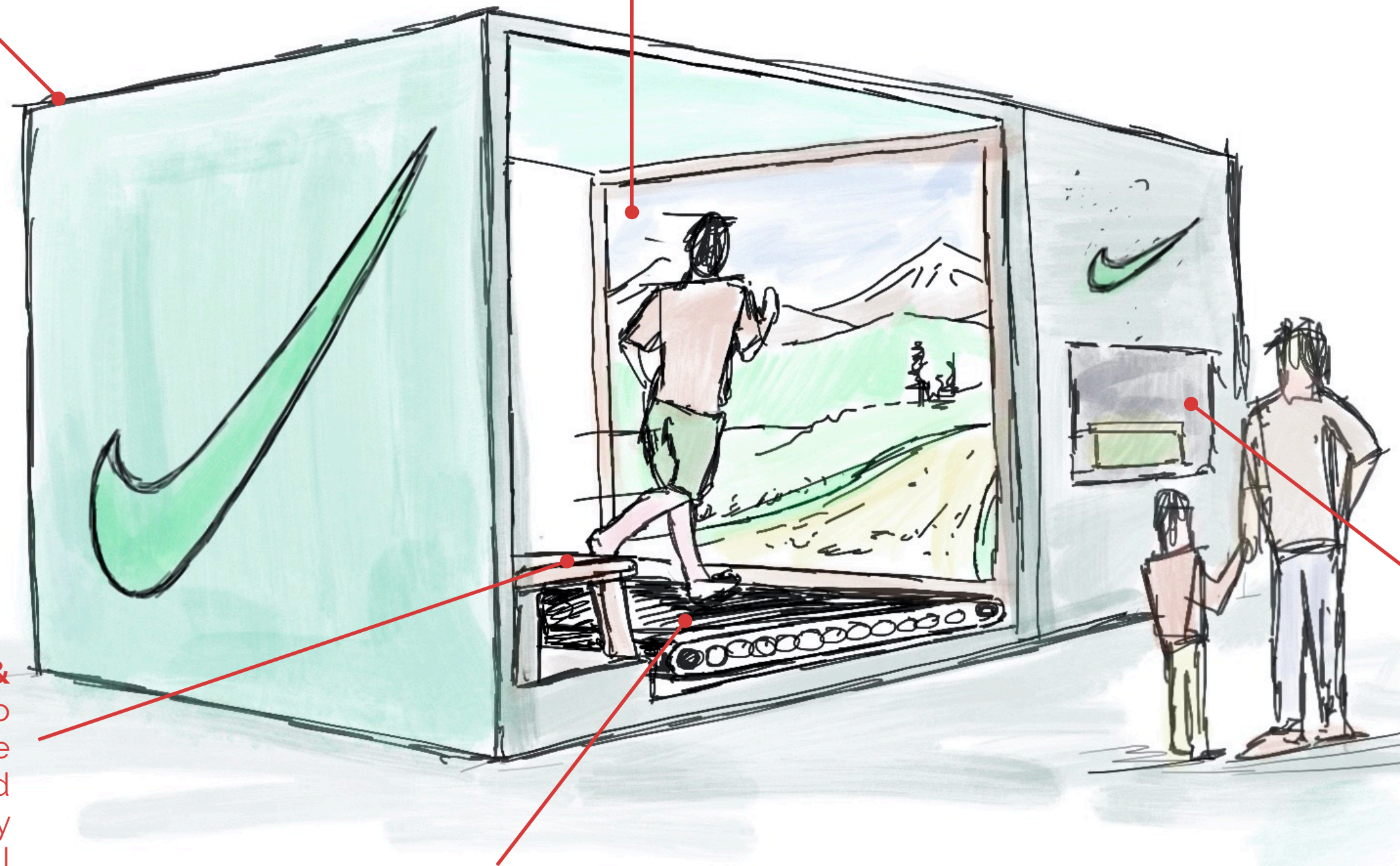
## Digital Augmented Reality "Mirror"

allowing for an interface which helps the user make decisions (e.g. which sport they need their trainers for, colour & style options etc), and see how the shoes will look on their feet. A celebrity can walk them through their chosen sport and explain their options.



## ShoeSpace

A prefabricated retail booth unit, housing a complete customer experience. It could be placed in store or created to be portable for Pop up shops (e.g. at sporting events)



## Pressure sensors & 3D scanner

used to measure the customers feet and understand how they move. This data will be used to create the best fitting shoes.

## Treadmill

Used to allow the customer to run within the booth - this will enable the scanners to collect vital data and also create an exciting user experience

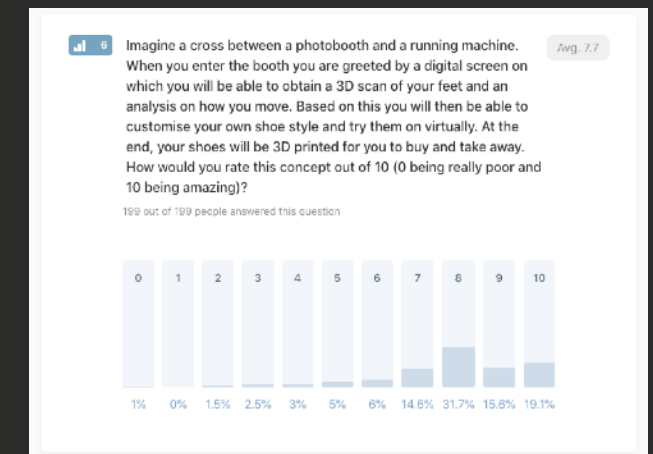
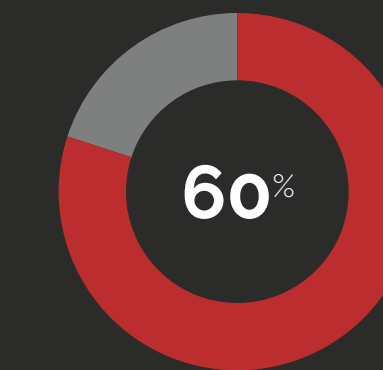


## 3D Printed shoes

Shoes printed on demand for use immediately

## IDEA VERIFICATION

To verify our idea, within our global online survey of 200 people we asked them about this concept. They were presented with this concept. **60%** rated the idea **8 out of 10** or above (10 being a really good idea).



We also received the following unprompted positive qualitative feedback<sup>1</sup>:

Would definitely love the tailor-made shoes! and the enhanced reality experience. I was born with some minor issues on my feet and this would be a life changing experience. ❤️

Sounds like an interesting idea guys - look forward to hearing more!

If you build it I will come 🙌👏

Quite an interesting concept I must add.

I have quite wide feet finding comfortable footwear is a laborious exercise.

These findings indicate the idea has a high chance of moving along the Acceptance Threshold<sup>2</sup>.

<sup>1</sup> See [this link](#) for qualitative feedback

<sup>2</sup> Metaskills, Marty Neumeier, page 198

# The ShoeSpace Prototype



## Prototype

Using cardboard, paper, glue and sticky tape we have built a rough prototype to help articulate the concept & remove confusion when explaining our idea.

## Functionality

ShoeSpace has been designed to be able to be placed in any retail environment or as a pop-up at a sporting event. This prototype demonstrates its multi-purpose functionality.



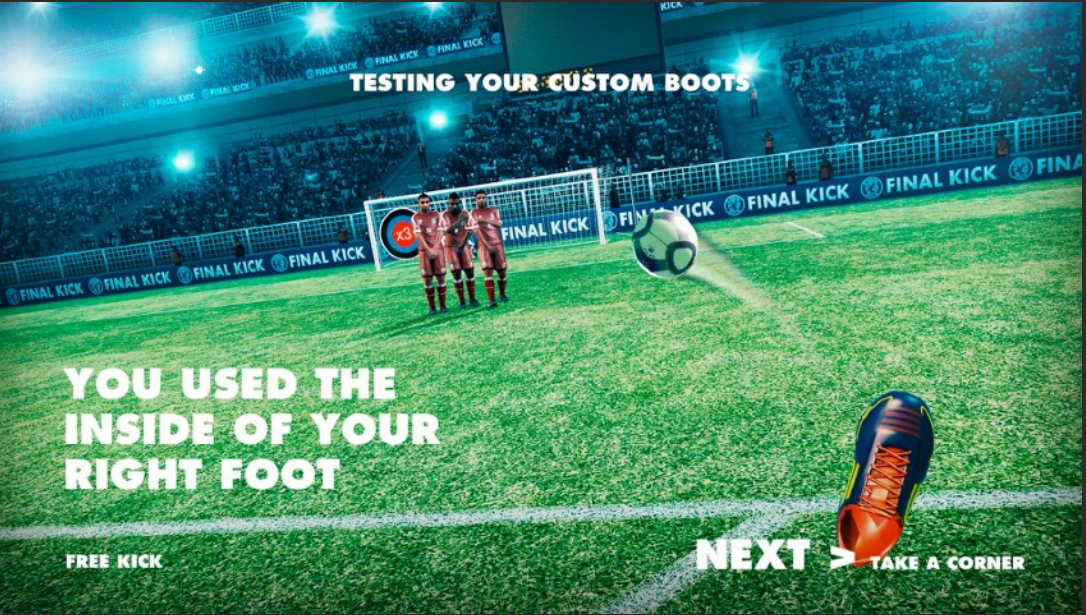
## Human assistance

If the user requires real human help they can dial a Nike store attendant who will be able to speak via video to the customer from the screen.

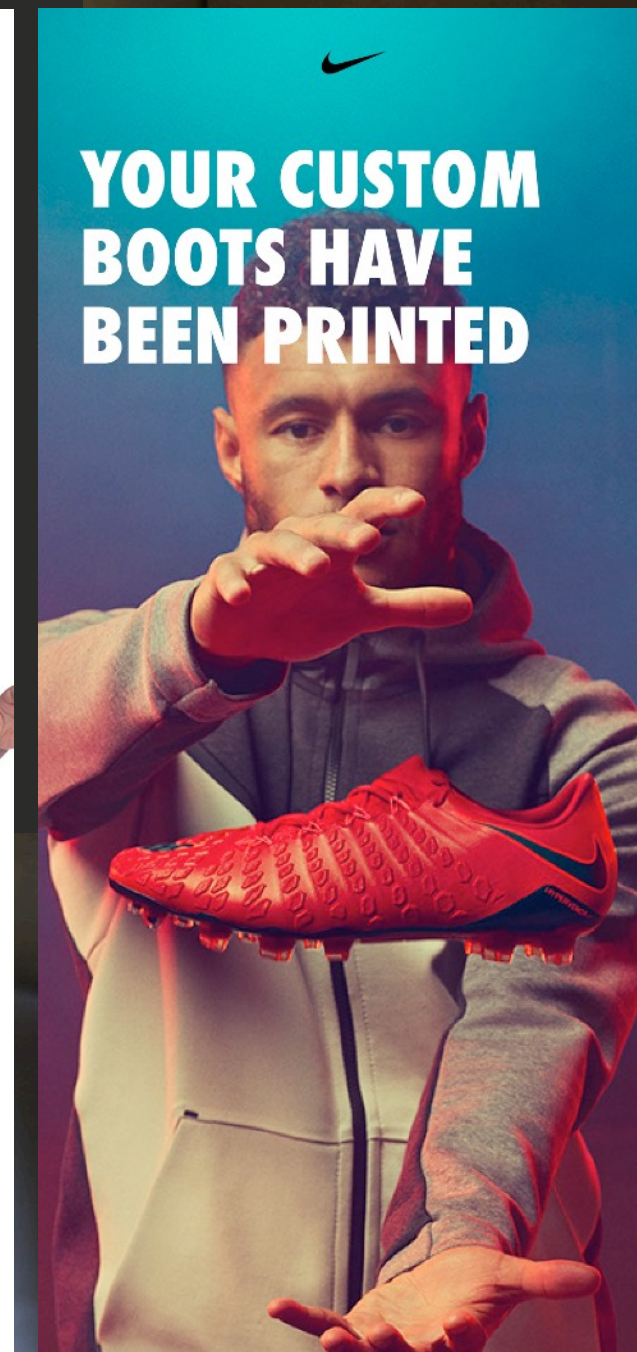
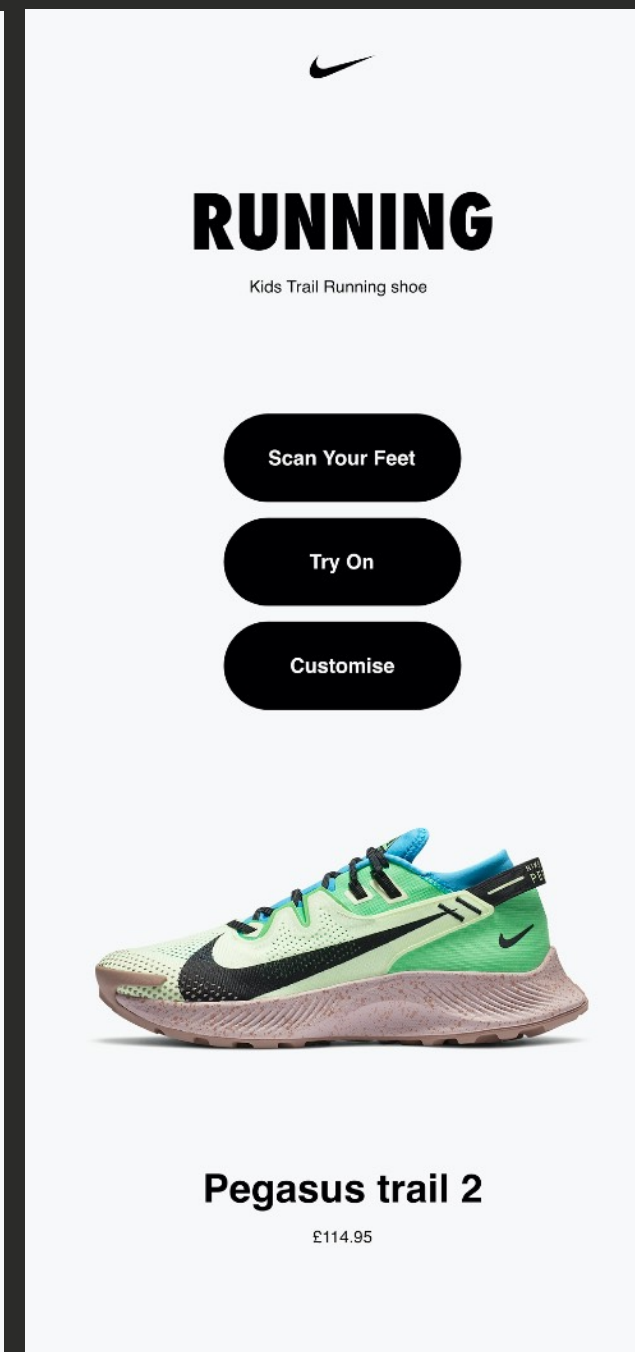
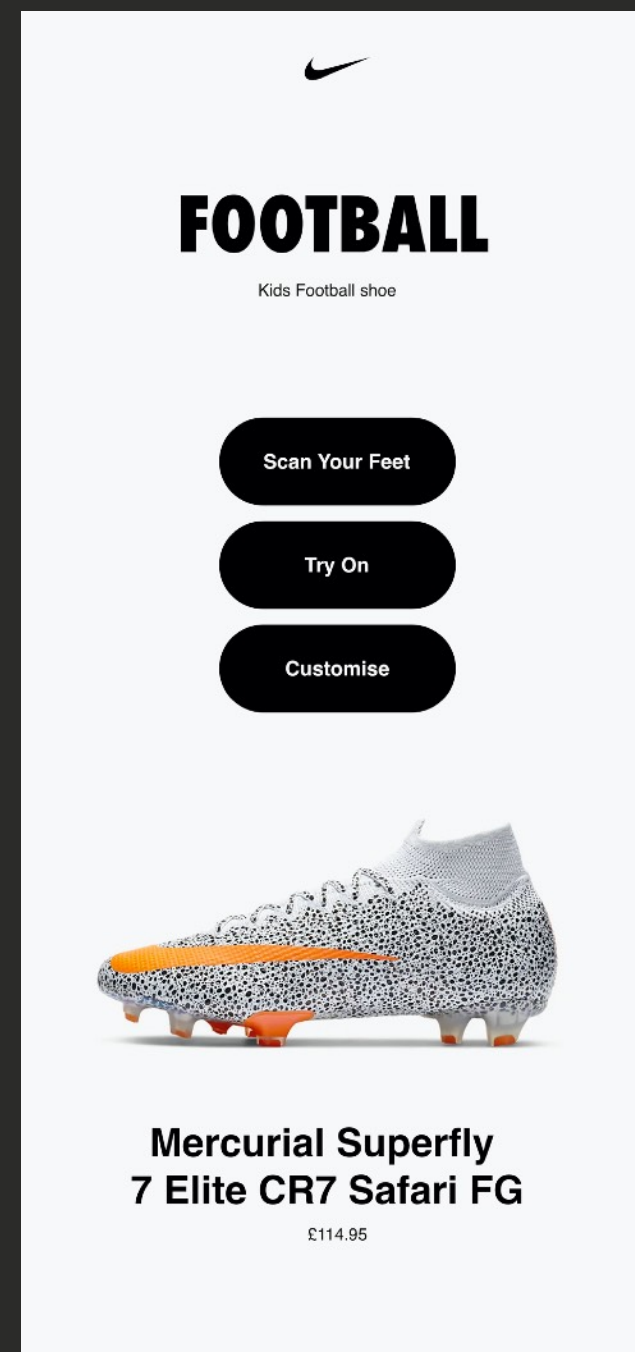
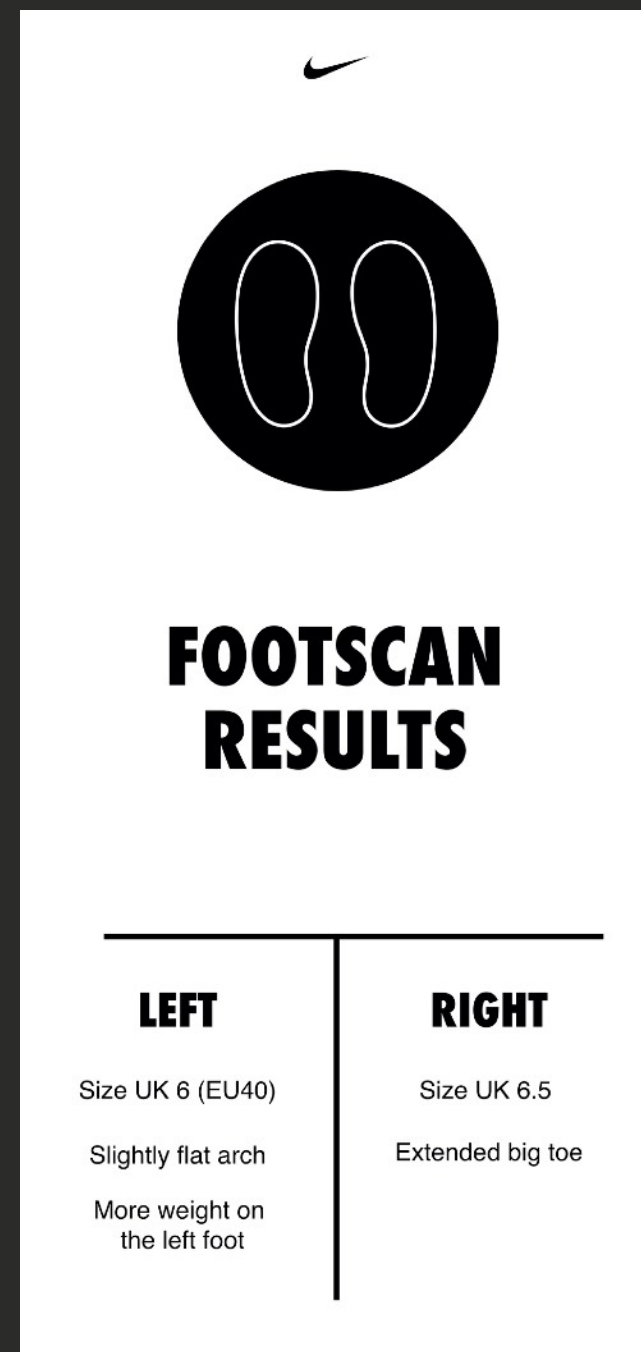


## Digital Screen

At the heart of the customer experience is our digital screen. This will be used to guide the user through a 3D scan of how they run and can include ideas of how they might use their trainers depending on their desired usage (e.g. running / soccer). It will also be able to give orthopaedic advice. Sensors and pressure pads will be used within a treadmill connected to the screen giving feedback to the customer. Examples of the immersive experience that this would bring to a customer are expressed in our mockups to the right.



# The ShoeSpace Prototype



## Digital Experience

Mockups of the user experience of the digital screen demonstrate how that users will be able to see the results of their scans and measurements, be guided through their decision making in order to create their perfect shoe and also so they can see it in VR on their feet. We imagine a sporting celebrity would be on hand to virtually guide the user through their decisions encouraging them at each stage.

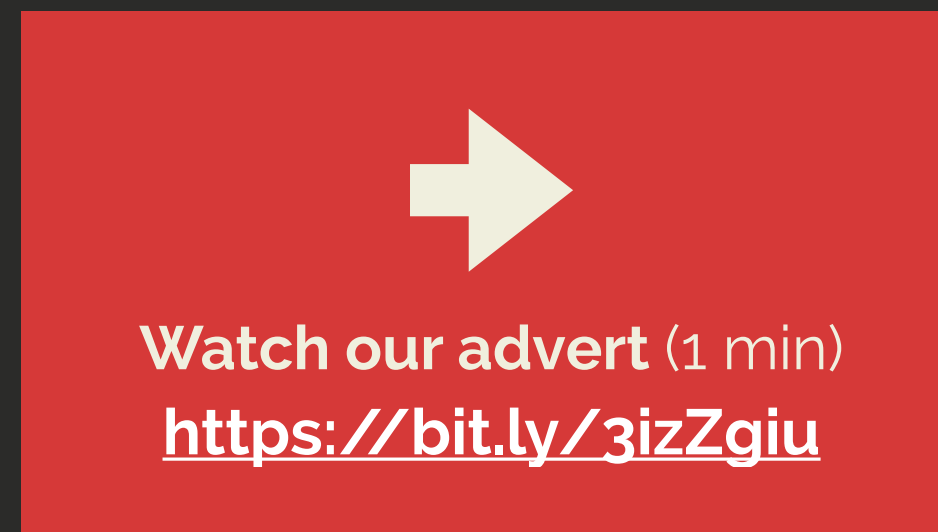
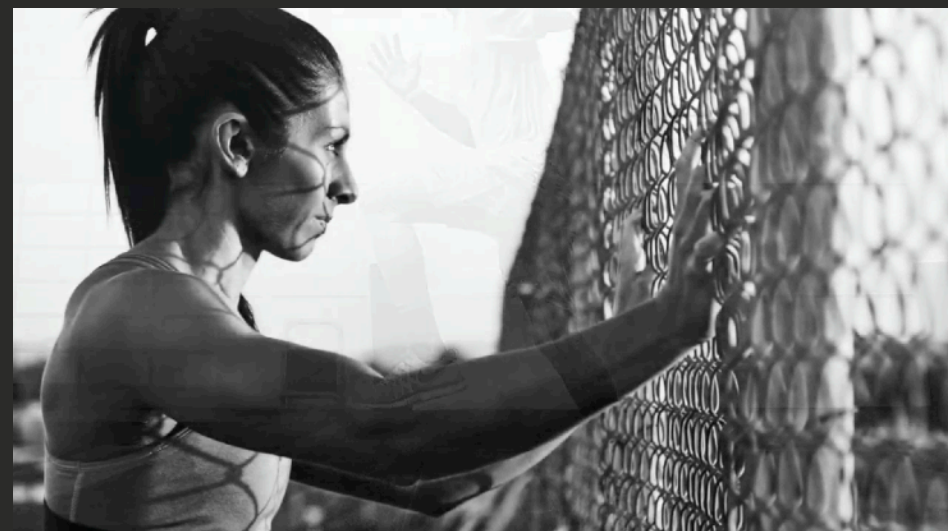
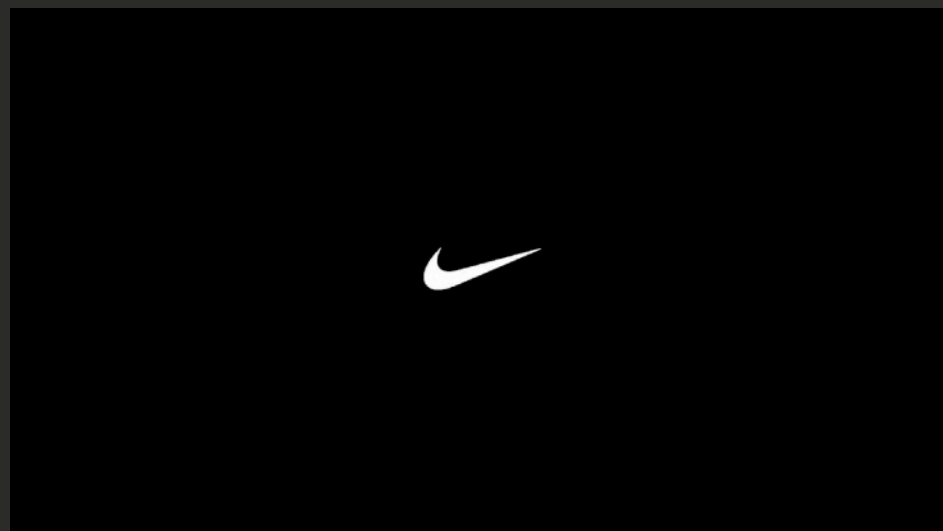


## 3D Print on demand

At the end of the process, if the customer wishes to proceed with their purchase their shoes will be printed & packed in a personalised box.



# Activation: Prototype adverts



Our prototype launch campaign begins to tell the story of ShoeSpace and is based around the value proposition of producing unique shoes for your specific feet and taste. Our concept is all about individuality and builds on Nike's existing athletic brand ethos and "running" spirit. This is how the concept could be brought alive.



## REALITY CHECK

Although further customer research is desirable, based on our initial prototyping and concept verification work we believe the ShoeSpace idea is well on its way to passing the 10 point reality check<sup>1</sup>:

- ✓ Is it surprising?
- ✓ Does it have fitness for duty?
- ✓ Are the underlying assumptions true?
- ✓ Does it have a clear focus?
- ✓ Are the elements in harmony?
- ✓ Will the right people love it?
- ✓ Is it courageous?
- ✓ Is it valuable beyond the near and now?
- ✓ Does it have depth?
- ✓ Is it as simple simple as it should be?

<sup>1</sup> Metaskills, Marty Neumeier, Page 194

**We started with the concept of creating the ultimate shoe buying experience. We identified a set of advanced ideas from other worlds and combined them. We have made, crafted, prototyped and audience tested an idea which would revolutionise shoe purchasing. An idea which would create an experience that puts human individuality at the heart of the experience and outputs the perfect personalised shoe.**

**Say goodbye to the mass-produced shoe.  
Say hello to individualisation.**

**Because we are not robots. We're human.**





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**Thank you!**

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**WE ARE NOT  
ROBOTS**



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**TEAM #5.**

MARTY NEUMEIER'S  
METASKILLS CHALLENGE



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