



the assembly

A ONE NORTH EVENT



Jessica DeJong

MANAGING DIRECTOR, DESIGN, ONE NORTH





Risky Business 🧐

The Long-Term Payoff of Taking Creative Risks

SPEAKER: JESSICA DEJONG

one north A TEKsystems Company



Competitive
Risk

Operational
Risk

Market
Risk

Safety
Risk

Creative
Risk

Strategic Risk

Financial
Risk

Reputational
Risk

Product
Risk





Part 1

Embracing a culture of risk for long-term adaptability

Part 2

Balancing radical innovation with profitable creativity in the design process

Part 3

Putting these learnings into practice for long term success



What If We ...

Fostering a culture that embraces risk







What if we ...
made food that floats?

A dark, textured sphere, possibly a balloon or a piece of food, is shown against a black background. The sphere has a grainy, almost crystalline texture and is attached to a thin, dark stem that extends downwards. The lighting is subtle, highlighting the texture of the sphere.

What if we ...
made food that is invisible?







What struck me about the creation of the edible balloon is what Grant Achatz did **not** say ...



“What if we made food that floats ...

and serve it tonight? I already put it on the menu and the guests are expecting it.”

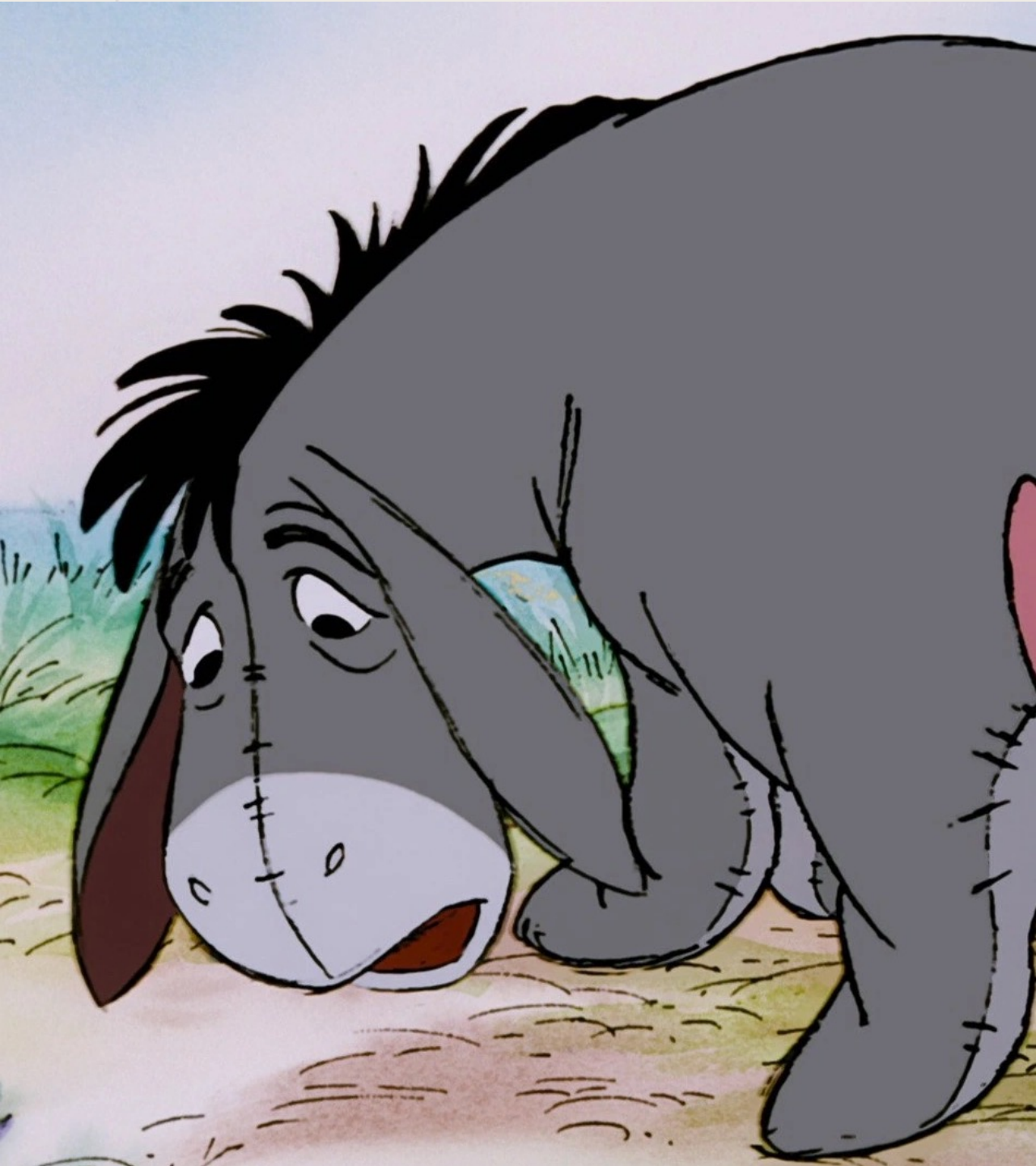
— Sales, probably



“What if we made food that floats ...

that wouldn't cost much more than a normal dessert, right? It's all air anyway.”

— Finance, probably



“What if we made food
that floats ...

and no one orders it? Or
someone is allergic to it?
Someone will just copy
this anyway.”

— Legal, probably



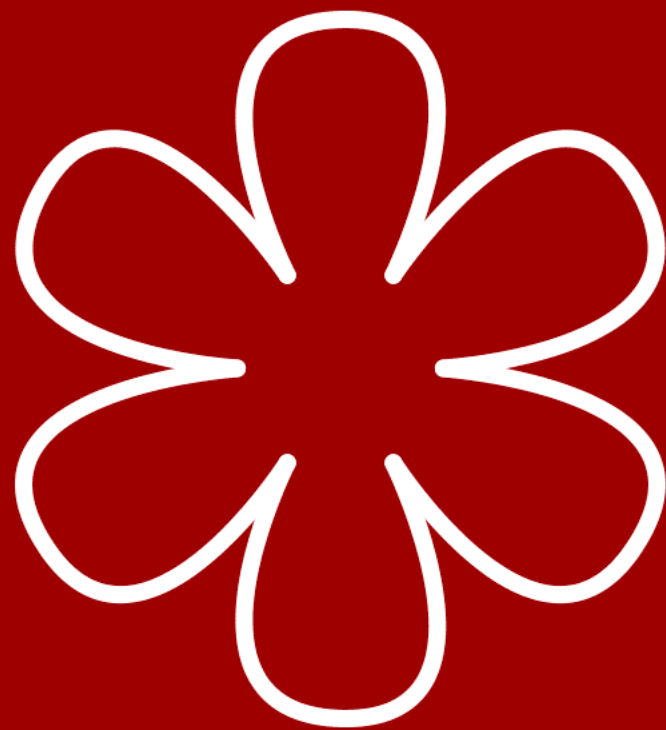
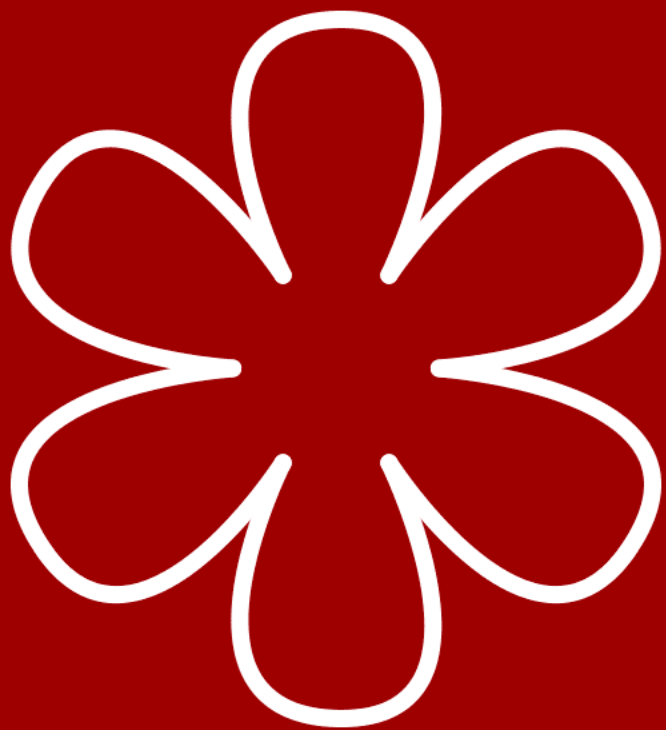
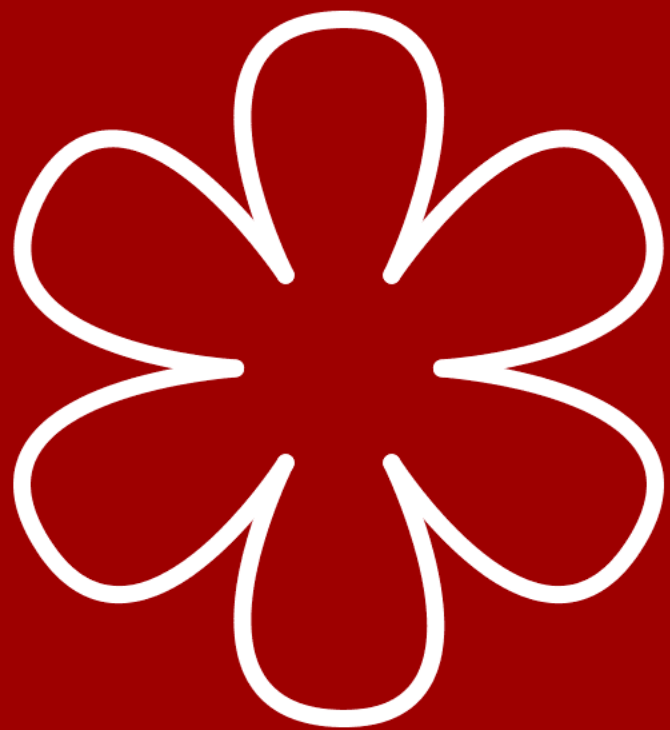
Adam Grant ✓

@AdamMGrant

We miss out on opportunities when we only ask what could go wrong. It's also worth asking what could go right.

Change carries risk: we might fail. But sticking to the status quo also brings risk: we might fail to grow.

It's better to test and learn than to never test at all.



Wine Spectator

WineSpectator.com

**STAR
CHEF**
THE
BRILLIANT
COOKING OF
GRANT
ACHATZ



An edible
balloon, one
of Achatz's
desserts

**CALIFORNIA
RHÔNES:
TOP REDS
AND WHITES**

**BORDEAUX:
OUR GUIDE TO
THE DIFFICULT
2013 VINTAGE**

**WHAT'S NEW
IN WINE
DELIVERY APPS**

3 Michelin Stars

The Michelin Guide

2011 - 2022

Outstanding Restaurant – United States

James Beard Foundation

2016

Outstanding Service - United States

James Beard Foundation

2010

Outstanding Chef – Grant Achatz

James Beard Foundation

2008

Best Chef: Great Lakes – Grant Achatz

James Beard Foundation

2007

Rising Star Chef of the Year – Grant Achatz

James Beard Foundation

2003

Best Restaurant in America

Gourmet Magazine

2006

#21

The World's 50 Best Restaurants

2017

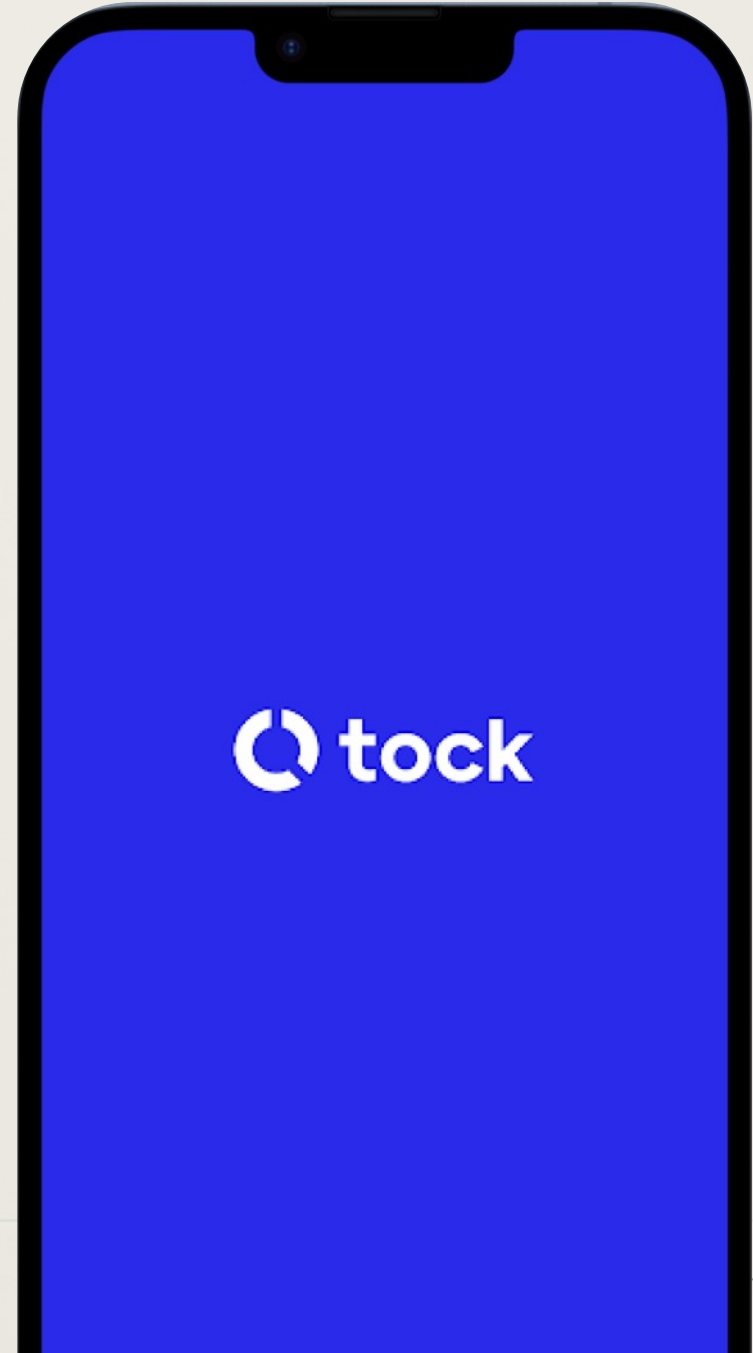
#15

The World's 50 Best Restaurants

2016



THE ALINEA GROUP



CORONAVIRUS

Alinea sells out to-go meals of beef Wellington and mashed potatoes in 5 hours

By Nick Kindelsperger
Chicago Tribune • Mar 19, 2020 at 2:05 pm



Expand



Alinea is known for multi-course complex menus requiring a kitchen full of chefs to prepare. But it pivoted to to-go comfort food meals on Thursday, adapting to the pandemic. (Zbigniew Bzdak / Chicago Tribune)



HOW HIGH-END RESTAURANT GROUP ALINEA PIVOTED TO STAY AFLOAT DURING COVID-19

Creative solutions include swapping in affordable curbside pickup meals in place of multi-course fancy sit-down dinners

By Jessica Wohl. Published on April 01, 2020.





A culture that values strategic risk-taking will allow you to pivot quickly when things change.

Your business's capacity for resiliency will be key to your long-term success.

So ...
have I experienced
the edible balloon
at Alinea?



From: Alinea Hospitality <hospitality@alinearestaurant.com>
Sent: Monday, March 23, 2020 6:16:08 PM
To: Chris DeJong <chrishdejong@gmail.com>
Subject: Alinea restaurant closure

Dear Chris,

It is with very heavy hearts that we email you today - the Governor of the State of Illinois has required all restaurants to shut operations until further notice.

We welcome the opportunity to reschedule your reservation for a future date. Please let us know a convenient date and time, or you may also opt to schedule with us at a time in the future.

While the Governor of Illinois has required all restaurants to shut, they are allowing and encouraging restaurants to safely serve food for pick-up and the Alinea Group will be doing that. Please see: www.exploretock.com/togo for Alinea Group restaurants and many local options.

These are unusual circumstances. Be kind to one another... stay safe.

Sincerely,
Alinea

Guest Relations || The Alinea Group

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Guest Relations || The Alinea Group



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at date and time, or you may also opt to schedule with us at
ants to safely serve food for pick-up and the Alinea Group
ions.

Wednesday 5:21 PM

Is there budget for me to actually go to Alinea to experience this as research? Feels like a necessity.



Frost, Jen Wednesday 5:21 PM

No

Wednesday 5:22 PM

Worth asking.





Part of risk-taking is accepting failure as part of the creative process.



Even Alinea makes the occasional misstep ...

LINCOLN PARK, OLD TOWN

Alinea Made A Coronavirus-Themed Dish. It's Not Going Over Well

The highly acclaimed restaurant is facing backlash after a diner tweeted a photo of a canapé that looks like the coronavirus.



Kelly Bauer 1:29 PM CDT on Jul 8, 2020



Credit: Screenshot

A recent dish at Alinea, which depicts coronavirus cells.

Credibility: Original Reporting Sources Cited

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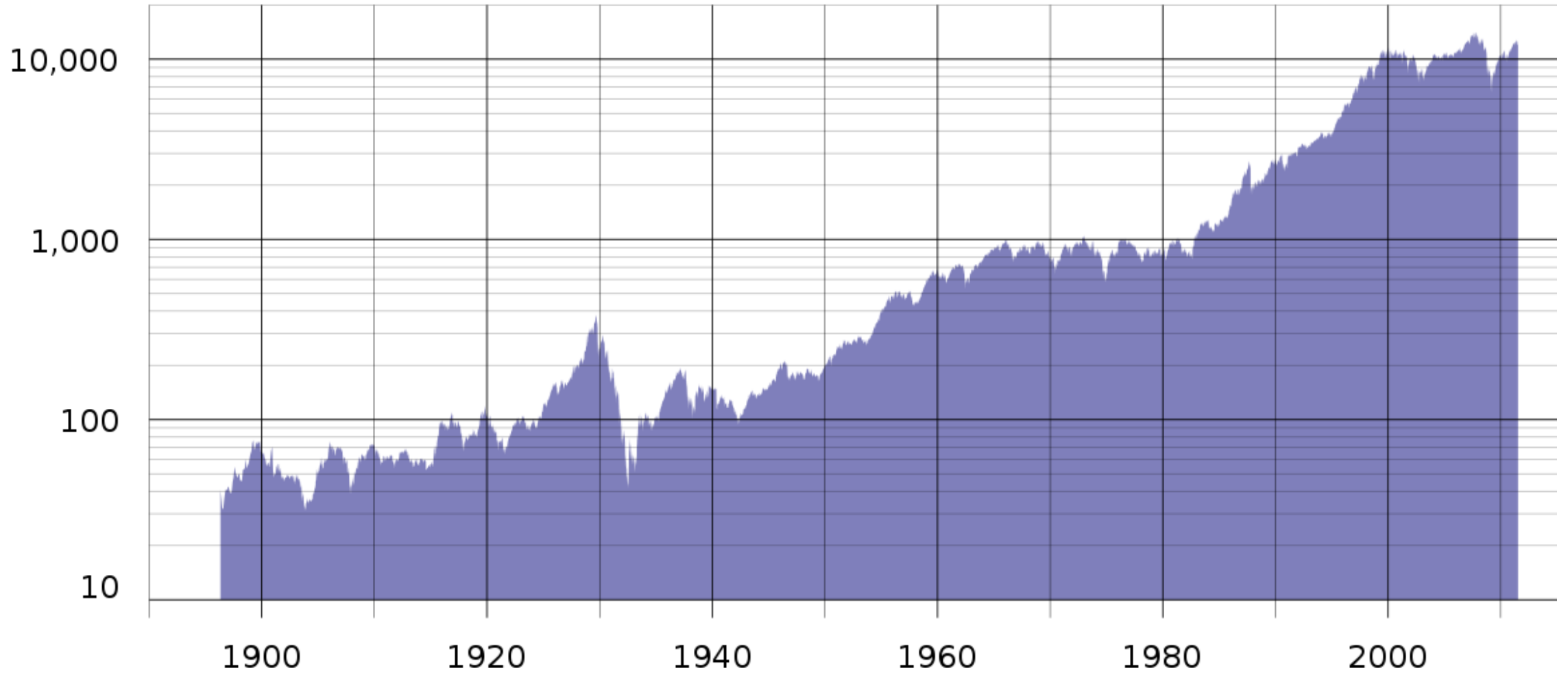


Credit: Screenshot

A recent dish at Alinea, which depicts coronavirus cells.

Credibility: Original Reporting Sources Cited

Dow Jones Industrial Average





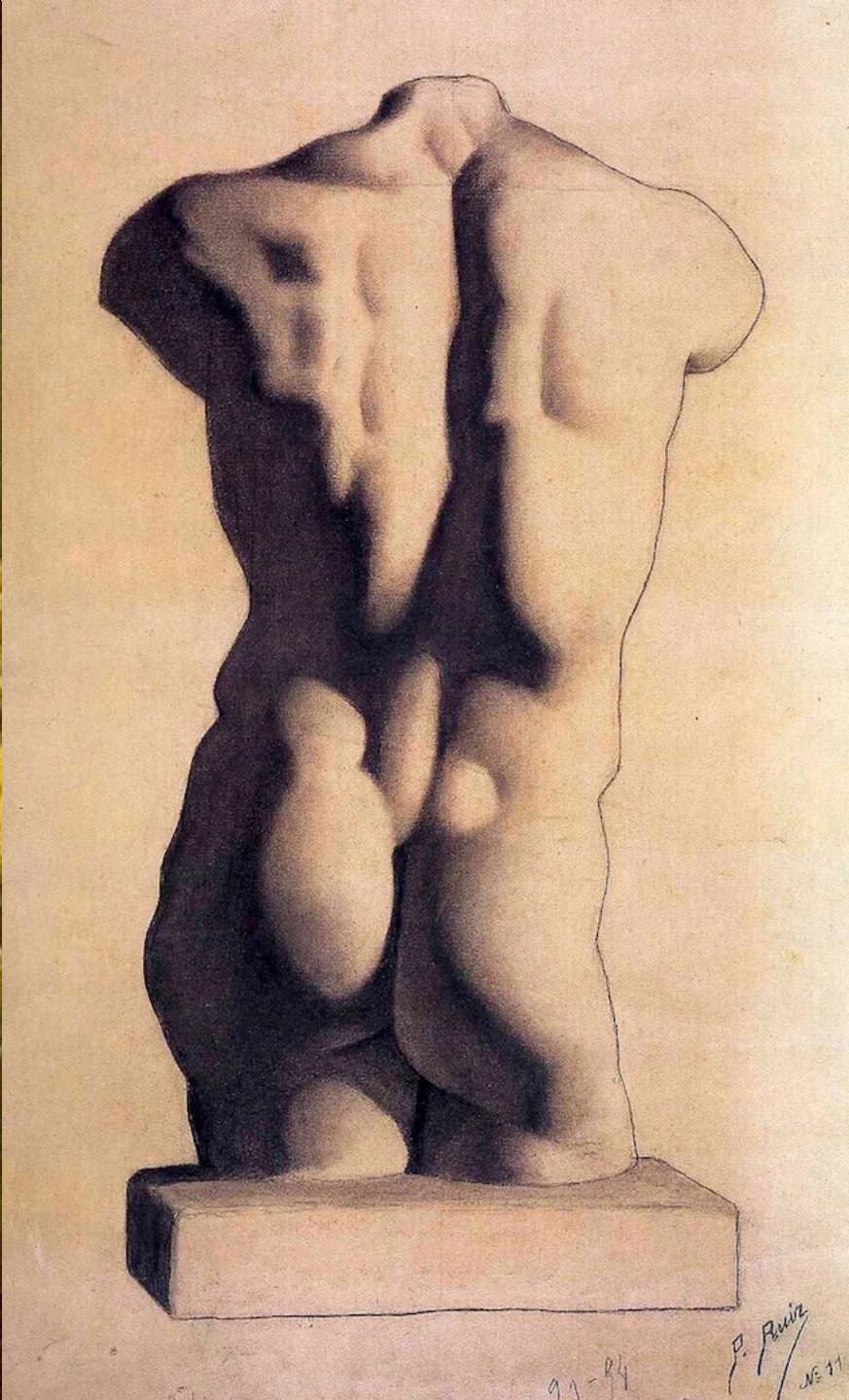
A note on learning the rules
before you break them ...

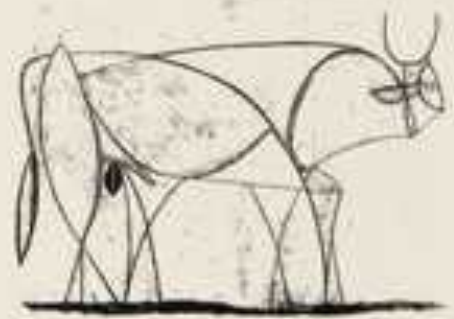


Charlie Trotter



Thomas Keller





Picasso



Picasso

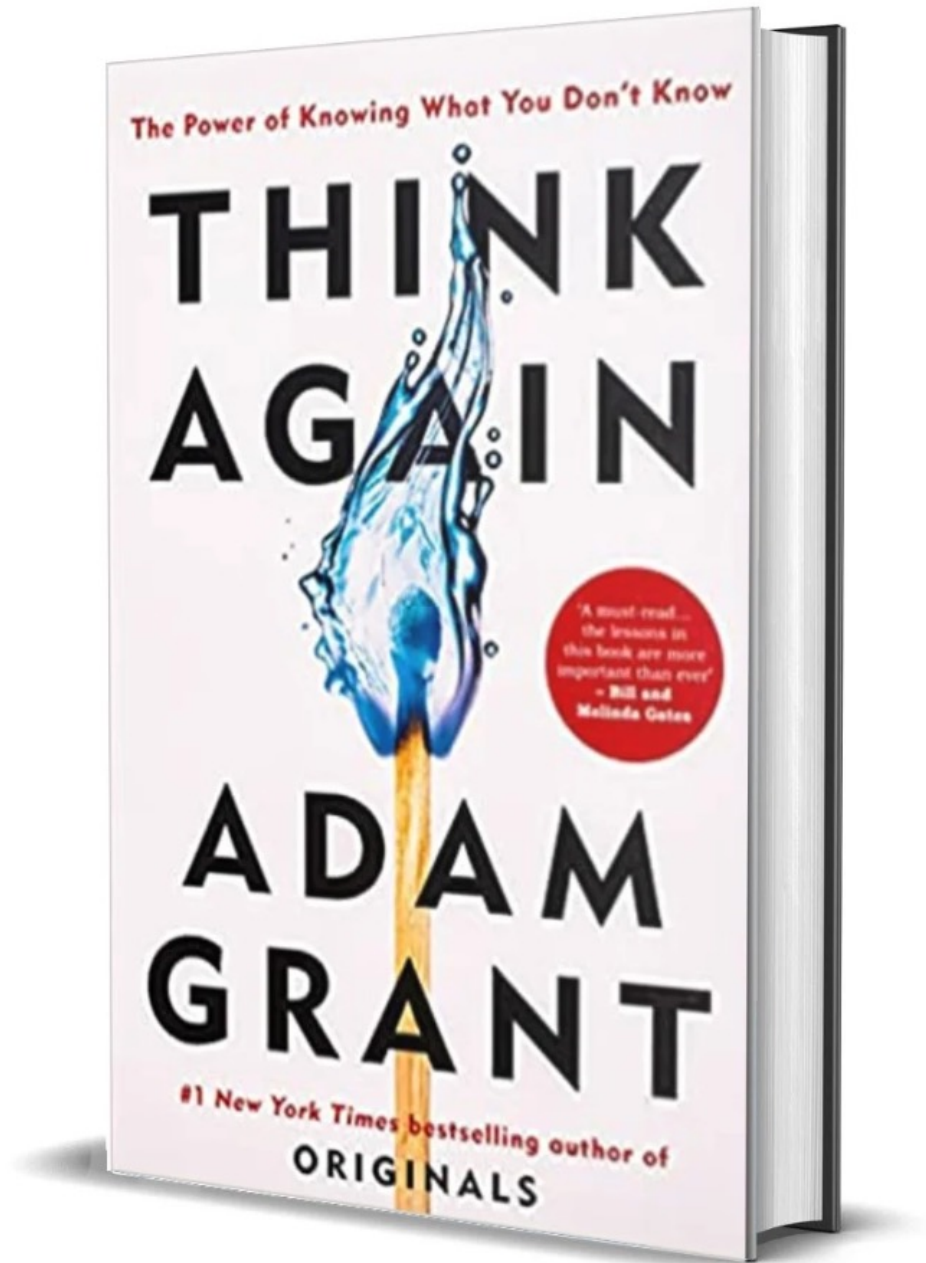




You need to master the rules
before you break them.



So, how do you create an environment that embraces risk but also keeps people accountable?



Psychological Safety

An often misunderstood buzzword.

Psychological safety is not about relaxing standards or being nice or making people feel comfortable and agreeable.

Performance Culture

- Rewards short-term gains & immediate outcomes
- Risk averse
- Rethinking averse



Learning Culture

- Rewards long-term gains & is patient for outcomes
- Encourages risk and learning from failures
- Regularly engages in rethinking



TEAM 1

Higher Psychological Safety



TEAM 2

Lower Psychological Safety



QUESTION

Which team had a higher incidence of medical errors?



RESULTS (INITIAL)

Team 2 had a lower number of errors.



RESULTS (INITIAL)

Team 2 had a lower number of self-reported errors.



RESULTS (FINAL)

When evaluated by a 3rd party, Team 1 had significantly fewer errors – they were just more comfortable reporting them in the study.



Key Takeaways from Alinea

**A culture
of risk-taking
will make you
ready to adapt to
curve balls.**

**Failure
is part of the
creative
process.**

**Before you
break the rules,
you need to
master them.**

**This is
supposed to
be fun!**



Radical Innovation + Profitable Creativity

How to balance your risk exposure in the creative process







Bernard Arnault

CEO, LVMH
\$233B (2023 Net worth)



You can't charge a premium price for giving people what they expect, and you won't ever have break-out products that way—the kinds of products that people line up around the block for.

**We have those, but only because
we give our artists freedom.**

Bernard Arnault





I was shocked, which is good, of course.
A new product is not creative—it is not important—
if it does not shock when you first see it.

Bernard Arnault





LVMH Creative Process



Radical Innovation

Respects the necessary chaos of the creative process. Listens to focus groups with “one ear.”



LVMH Creative Process

Radical Innovation

Respects the necessary chaos of the creative process. Listens to focus groups with “one ear.”

Profitable Creativity

Chaos is banished. Strict discipline is enacted, and the manufacturing process is meticulously planned.



LVMH Net Sales and Operating Profits

Net Sales



Operating Profits





15%

Percentage of new products in a given year that are new to LVMH



That way, we can have our creativity
but also minimize risk.

Bernard Arnault











Key Takeaways from LVMH

Embrace the early chaos of the creative process.

Apply strict discipline to the planning and implementation.

Test risks with 15% of your portfolio.

Foster a culture that embraces risk for long-term success.



Just Do It

How to put these practices into action





1. Identify your 15%
2. Think Outside the Box
3. Limit Stakeholders
4. Get a Coach





1. Identify your 15%
2. Think Outside the Box
3. Limit Stakeholders
4. Get a Coach





Places to take design risks: Ideas for your 15%

Color

Type

Campaigns

Microsites

Social

Video + Motion







Play (k)

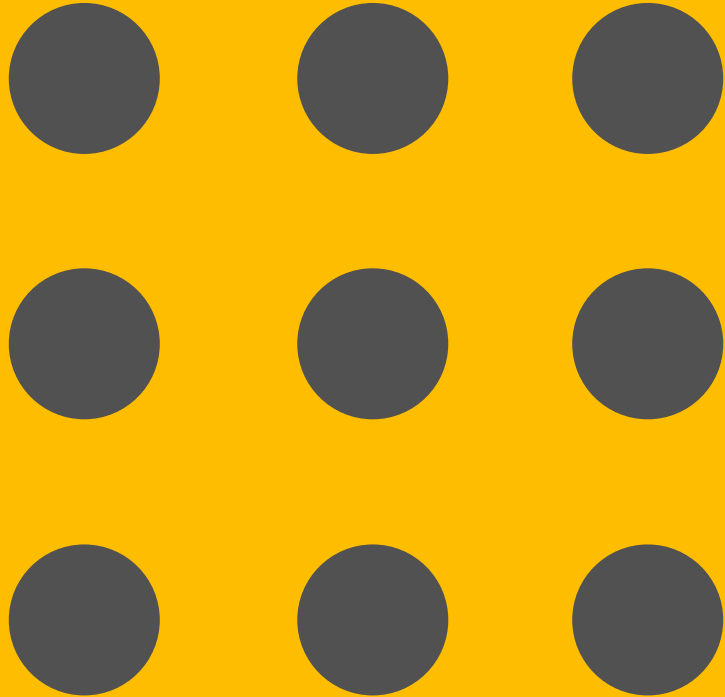


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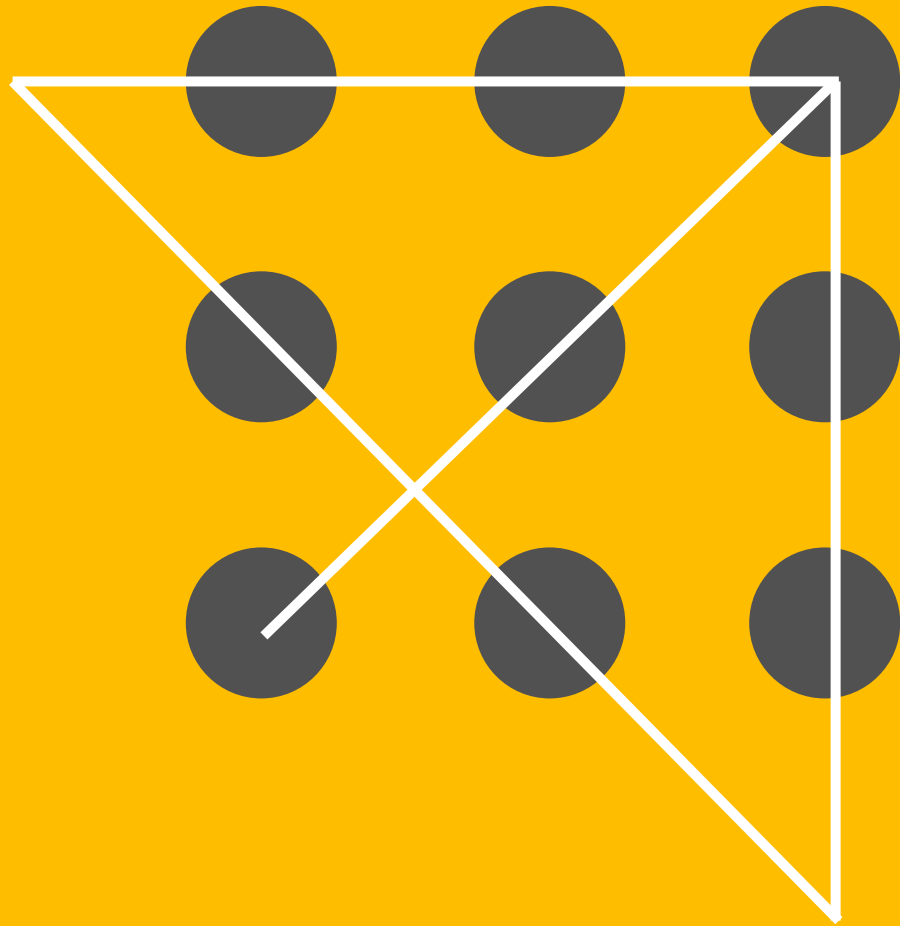




UTAH JAZZ



1. Identify your 15%
2. Think Outside the Box
3. Limit Stakeholders
4. Get a Coach



1. Identify your 15%
2. Think Outside the Box
3. Limit Stakeholders
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NBA Uniformity Rule:

1. Players' shoes must be 51% or more white.
2. Players' shoes must match their teammates' shoes.
3. Failure to follow this rule results in a fine of \$5,000 per game to the offending player.

Roadblock or opportunity?



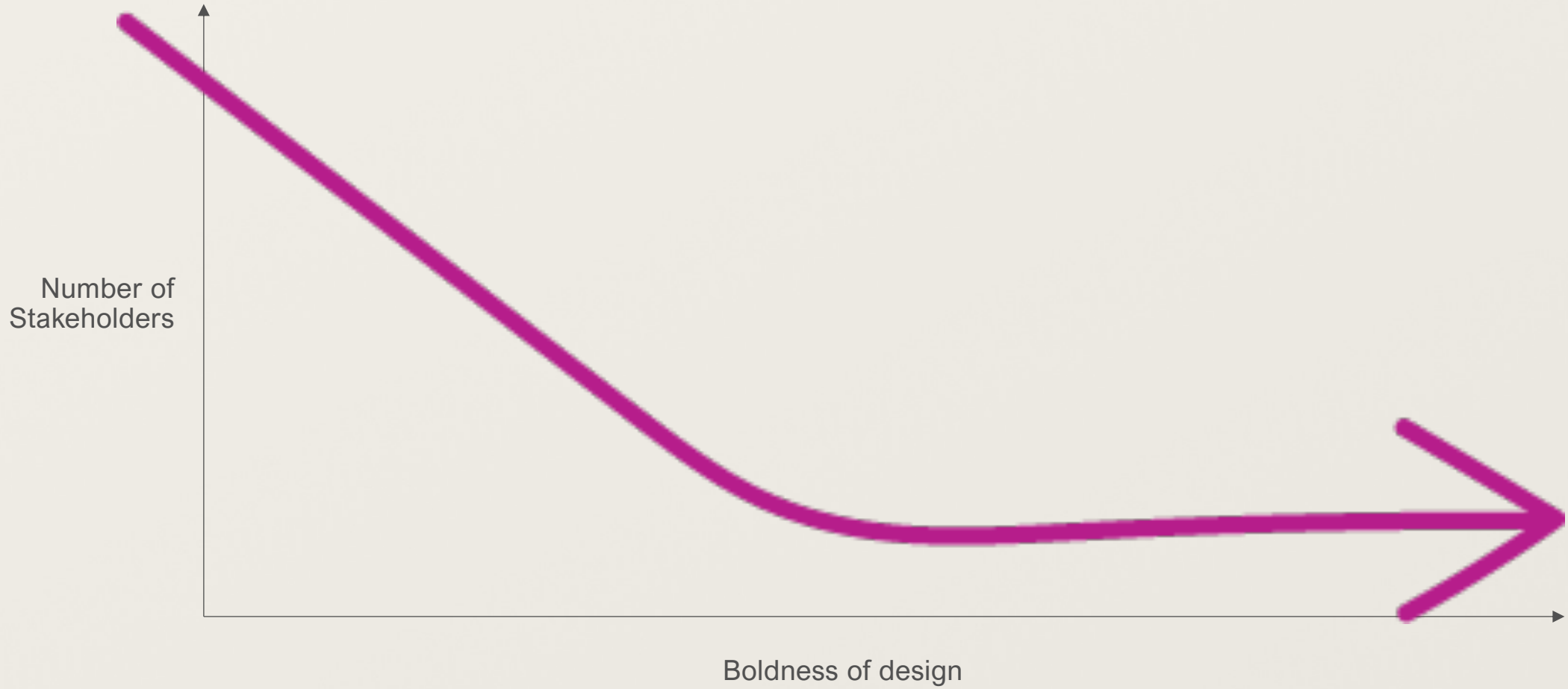
\$162,000,000

Air Jordan Sales Year One





1. Identify your 15%
2. Think Outside the Box
3. Limit Stakeholders
4. Get a Coach





But ... I *have* to include Terry, Alex, Simone, and Taylor. And John will **insist** his whole team is involved in this.

-Every client in every kickoff meeting



When you only show completed designs, then the only substantive way people can contribute is by criticizing them.

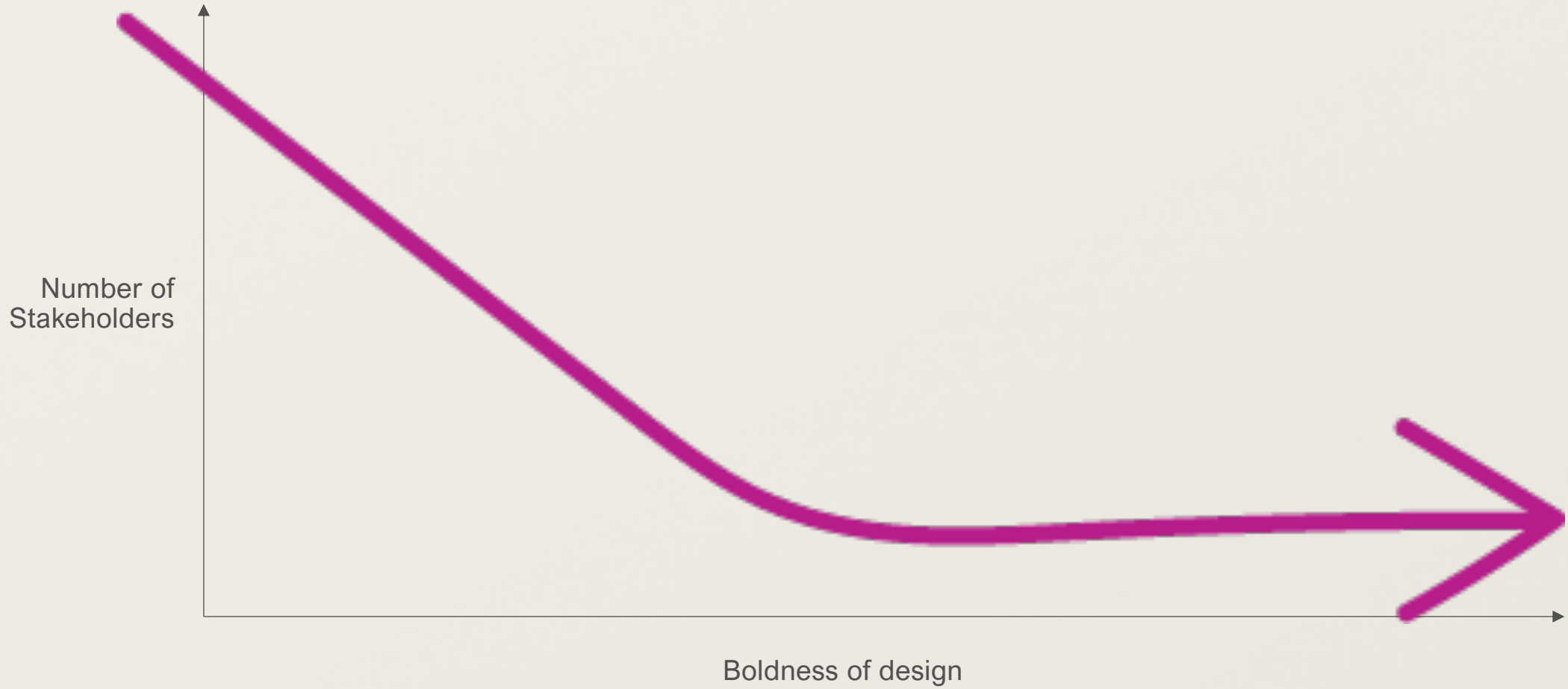
-Kalev (*rhymes with olive*) Peekna



💡 Pro tip 💡

Include them **at the beginning**.

Ask for their involvement early in the form of interviews, workshops, or surveys.



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Lemonade

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CHECK OUR PRICES



BUSINESS

T-Mobile Has A Trademark On Magenta, Demands An Insurance Company Stop Using It

November 25, 2019 · 4:52 PM ET

By Darius Rafeyan

 3-Minute Listen

+ PLAYLIST



Deutsche Telekom, Online Insurer Lemonade Battle Over the Color Pink

Earlier this year, Deutsche Telekom took legal action to prevent Lemonade from using pink in its German assets. Now, the online insurer is fighting back

Meir Orbach 15:00 04.11.19

TAGS: [Lemonade](#) [Deutsche Telekom](#) [Pink](#)

Frankfurt-listed telecommunications company Deutsche Telekom AG and Israeli online insurance company Lemonade Inc. are engulfed in a months-long legal battle over the color pink. On Monday, Lemonade announced it had filed a claim with the European Union Intellectual Property Office to invalidate Deutsche Telekom's attempted monopoly over the use of pink. The telecommunication company made a claim for the color in June, shortly after Lemonade first expanded its service to Germany. Both companies sport logos in a similar shade of magenta.

In a Monday interview with Calcalist, Lemonade co-founder Shai Winger said that Deutsche Telekom worked to prevent Lemonade's use of pink in its logo, going as far as obtaining a preliminary injunction instructing Lemonade to remove the offending color from all its German assets.



Lemonade logo (left) and Deutsche Telekom logo



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“The Michigan” Workout



1,600m race pace
1k tempo
800m race pace
1k tempo
400m all you've got

+ 4 x 150s



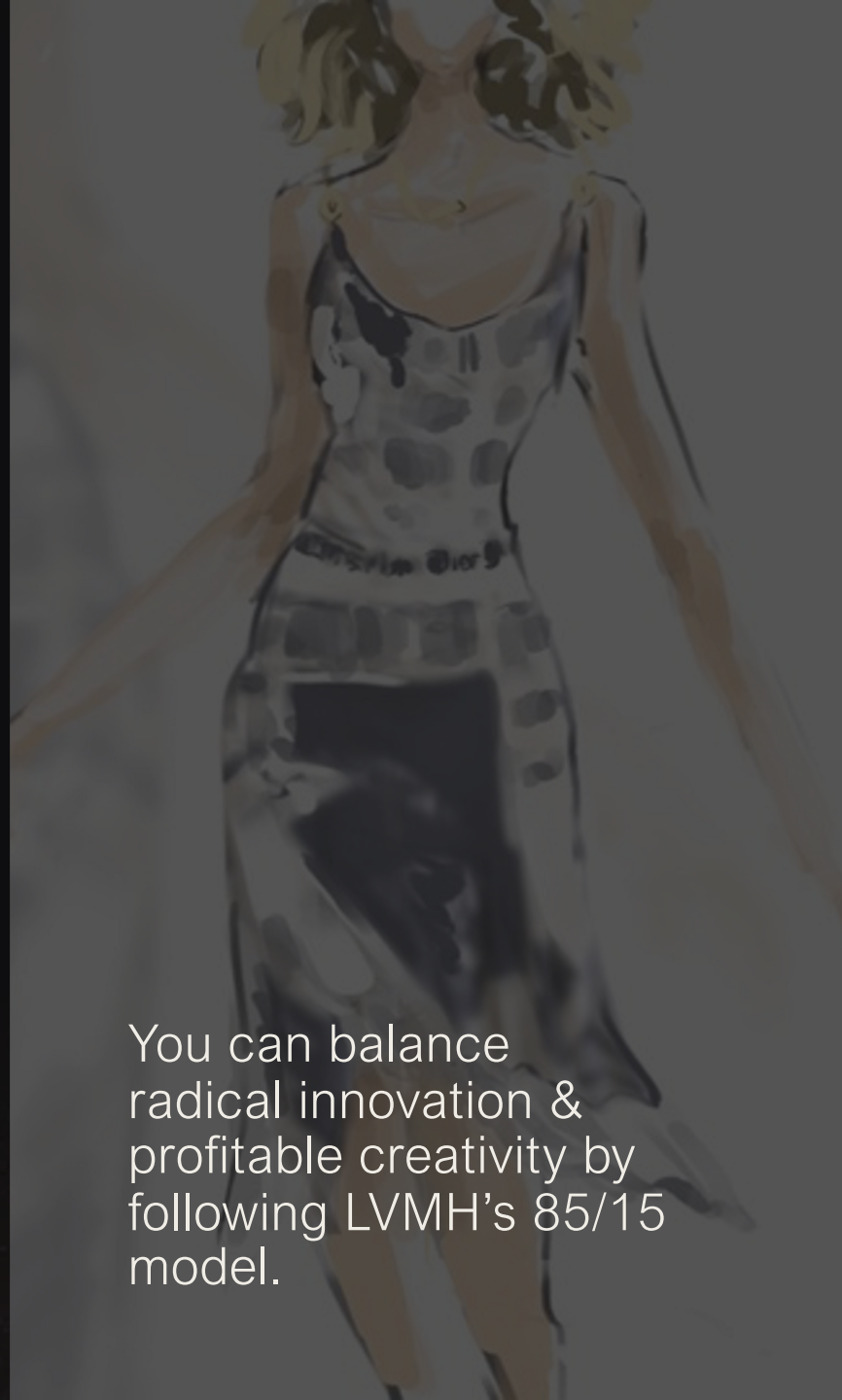


Parting Thoughts + Activity

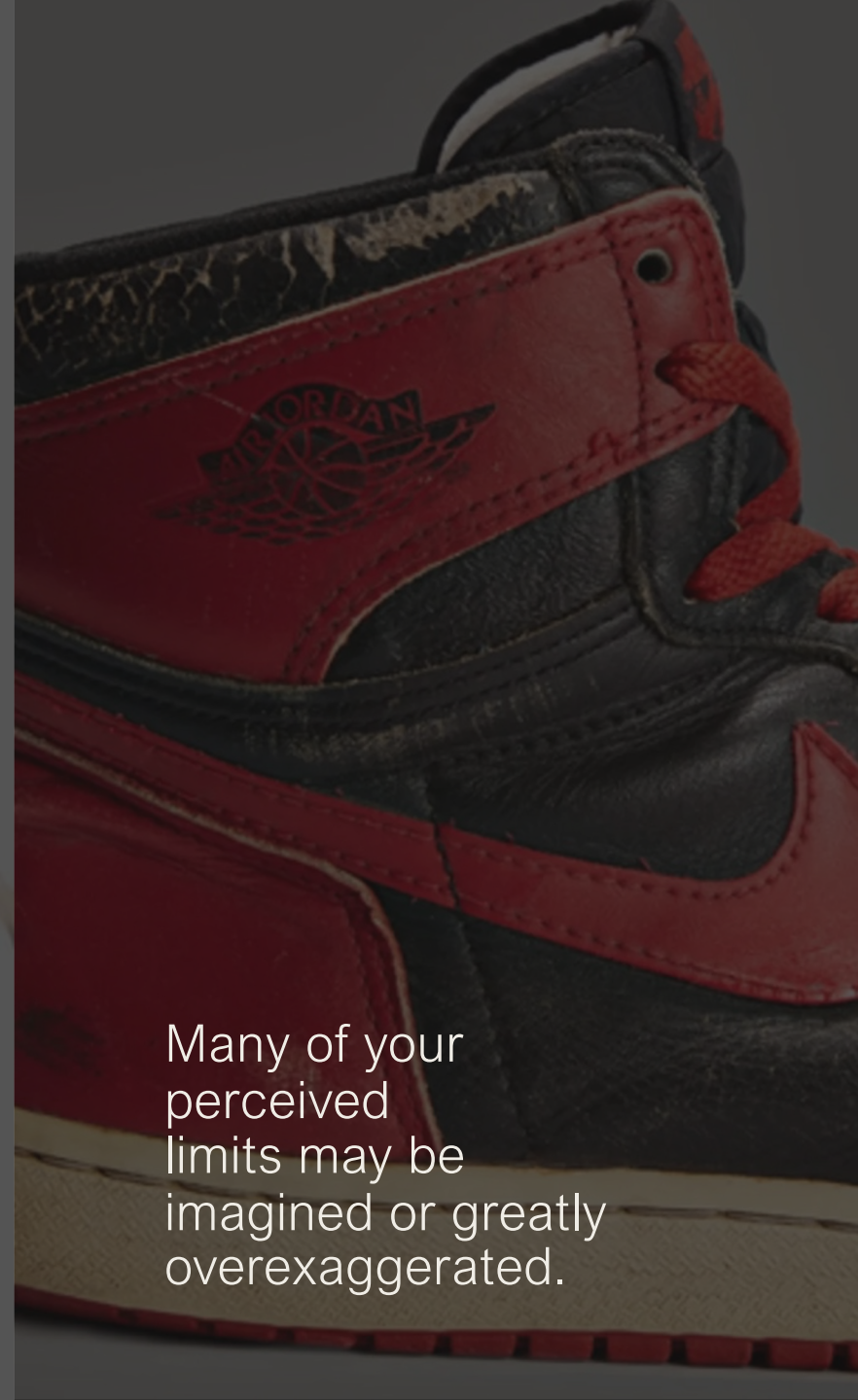




Creative innovation requires time to blossom, but will make your business more resilient and adaptable.




You can balance radical innovation & profitable creativity by following LVMH's 85/15 model.



Many of your perceived limits may be imagined or greatly overexaggerated.

A dark, spherical balloon with a string attached, set against a black background. The balloon is positioned in the upper center of the frame, and the string extends downwards towards the bottom center. The text is overlaid on the balloon and the background.

What if we ...
made food that floats?

A dark, textured sphere, possibly a balloon or a piece of food, is suspended by a thin, vertical stem. The sphere has a grainy, almost crystalline appearance with some lighter spots. The stem is thin and extends downwards from the bottom of the sphere. The entire scene is set against a solid black background.

What if we ...
made food that's invisible?

A dark, textured balloon, possibly made of newspaper, is shown against a black background. The balloon is inflated and has a string attached to its bottom. The text is overlaid on the balloon.

What if we ...
made a dress from newsprint?

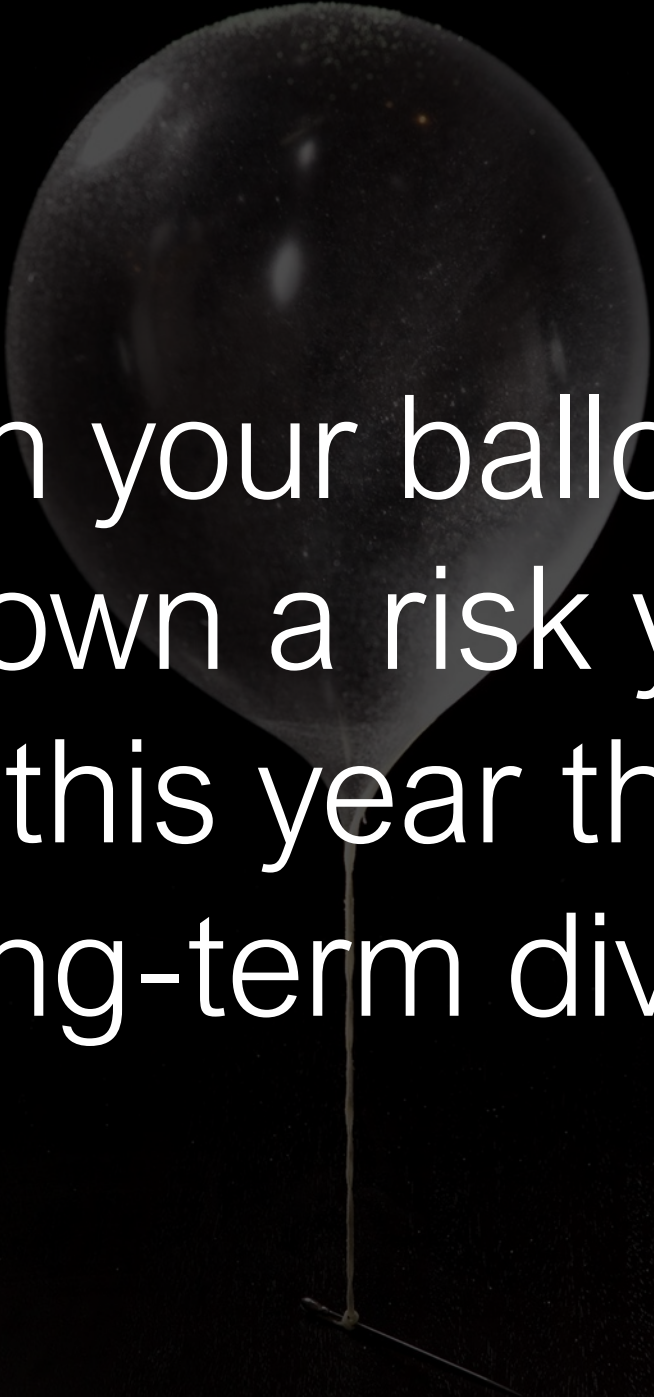


What if we ...
just paid the NBA fine?



What if we ...

?

A dark, textured balloon, possibly black or very dark grey, is centered in the upper half of the frame. It has a slightly grainy surface and a small, lighter-colored spot near the top. A thin, dark string is attached to the bottom of the balloon and extends downwards. The background is a solid, deep black.

On your balloon,
write down a risk you want
to take this year that would
pay long-term dividends.

A dark, inflated balloon is shown against a black background. The balloon is spherical and has a thin string attached to its bottom. The string extends downwards and is held taut by a small horizontal piece of material at the very bottom. The lighting is subtle, highlighting the texture of the balloon's surface.

Then, let that balloon go!

Thank you.

One North is a full-service digital agency helping businesses solve complex problems in creative ways. We're makers, technologists and relationship builders guiding you toward what's next.

Unlike traditional agencies, we stitch together a deep level of expertise across disciplines so that we can do the work of multiple teams. With capabilities in brand and communications, digital experience, technology and infrastructure, and optimization and insights, we can take on any challenge.

One North is a TEKsystems company. For more information visit onenorth.com.



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