

HOFHEIMER'S SHOES

Norfolk, VA

Morning Session

March 20, 2014

INTRODUCTIONS. Think about something remarkable or inspiring that you've heard lately. That can be anything – random act of kindness, something on YouTube, working down the street, a work of art. Why?

- Martin Brightman. Someone sent me a matchup of Christopher Walken dancing in 40 movies compressed into one.
- Ellen Epstein. It's been a horrible winter in Chicago. My car was stuck, I have two young children. The first three people to pass me all stopped, all worked together and pushed my car out of the snow. Took 15 minutes. I didn't have to ask.
- Marty, head of Strategy Planning. Excited to be here. I'll be sharing thinking about positioning and brainstorm shoes and facilitating. You can get your shoes tattooed with unique designs. It's great for men because they can so often wear the same thing as other people.
- Tracy – national merchandise manager for women's shoes. The death of a friend – how strong and inspiring she was as she was facing death.
- Jane. Fashion Blogger at corporate headquarters for women's shoes.
- Alice. I'm in creative marketing. The video the company put together focused so much on the positive. You focus so much on the negative. Coming from this meeting – all the success we had!
- Joel. I support shoes through our consumer research team. I have two kids. I was flipping through channels. The woman dancing in DANCING WITH THE STARS – she had two prosthetic legs. Not only was she gorgeous, but the strength and dedication to put that together.
- Jay, in the Strategy group. I'm the parent of 3 young children. Oldest is 7. She falls behind. The teacher, I can tell the commitment she had to my daughter – said, I won't let you down. It wasn't just a job to her.
- Colleen. Curator of accessories of the Museum at FIT in NY. I went on tour of the artist retreats at Judd's house. An incredibly inspiring space.
- Scott, general merchandising manager of shoes at Hofheimer's. Watching the US sled hockey team, hearing the individual stories. The affirmation of human ability to overcome adversity.
- Brandon. From DBD Ad Agency. We won gold! This morning, I saw a website called Wes Anderson – friends of his films that have five circles under each of the still frames and the colors make up the palette. It was interesting to see the frames frozen. You're always investing in a movie. You really pick out what the director did.
- Lisa. Online merchandise manager for shoes at Hofheimer's. I've been inspired by my 13 yr old son. He has a friend who broke his back last week. He approached me and my husband to really help this family out. He's so self involved, it was great to have him think of someone else.

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- Lance. Managing director for Vancouver. I was up at 4 this morning. I looked through Seattle Magazine, a local architect who stopped to really talk to a homeless person, share his story and changed his life. He closed his practice and is now putting all his energy in homeless people. For someone to personally give up so much people he doesn't know. Really inspiring.
- Linda. I went to a spa called Marigold in AZ. You literally have classes all day long. The back wall of the yoga room is glass. Everything they did had a little bit of a twist.
- Veda. My background's in advertising. Taco Bell, Proctor & Gamble. On a couple of boards. After spending a great week at the Big A tournament in NY, coming back to LA, 6:30 in LA, being awoken by an earthquake. There are times as a Midwesterner you forget how unique in the West is. Nothing shouts West Coast as effectively as the stirrings of an earthquake.
- Alison. My parents are visiting right now. I have a 5 yr old daughter – getting to watch them interact with my parents. Nothing distracts them. They're completely ensconced. To watch them laser focus, getting everything they can from the interaction.
- Jack. Hofheimer's alumni. I was hiking on a big hill here in Seattle and at the top I met a 82 yr old guy training for Mount Rainier. His ambition and challenges.
- Marlene. There were hump back whales jumping in the back of the hotel in HI. everyone stopped what they were doing and watched and were mesmerized.
- Amanda. I'm a contractor **[INAUDIBLE]**. Spending time on social media – a friend shared an article from an Australian author – a compilation of different stories from artists and other athletes – dear mom, what I wish I had said to you. One described how she thought her mom was beautiful. Her mom said one night preparing to go out, I wish I was as beautiful as you.
- Brett. I support the creative promotion. I get inspired by my grandmother. She's 95. She's a firecracker. She said I have to go because I have to go to my tai chi class.
- Vanessa. I support shoe marketing. I had an intense couple weeks, not knowing what time zone I'm in. On the way home, I saw the trees in bloom. They're just beautiful. It struck me that spring is here. I hadn't even paid attention. And the world continues. Just the beauty of everyday things. Everything around us. It made me pause and appreciate the small things when sometimes my world seems like it's going a million miles per hour.

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- **[INAUDIBLE]**. I support the marketing team. What's on my mind, tomorrow's WE day in Seattle, the recognition of the youth doing things for others, that there's something bigger than themselves. 12-14 yr olds actually thinking beyond this.
- Dan. Part of Strategy at Hofheimer's. A YouTube video which was filmed by the mother of an autistic boy. The machines going up and down. One week, the truck driver, gave the boy a garbage truck, and the boy went absolutely crazy. Something so small affects his life in a happy way.
- Brian, I support marketing at Hofheimer's. Tuesday I was taking my son home from school. 15 yr olds have strong opinions. I told him we were going to go to the U of Washington – I told him we were going to look at the cherry blossoms. He said that sucks, but looked at them, and said, this doesn't suck!

ELLEN EXPLAINS PURPOSE OF THE MEETING AND EXERCISES THROUGHOUT THE DAY.

- (BRIAN:) I was at the marketing meeting. Eric kept talking. It was very inspiration to hear him. He was talking about the 4 box spread. A business thing, Hofheimer's full line, online, Rack, and Rack.com. he said, for years it's been ambiguous what drives people into the stores from a marketing perspective. We can all agree it's really hard to measure that. Now we've got online where you can falsely measure everything online. In marketing, it's starting to meld science and art. I was so excited and inspired because he said we have an opportunity to really redefine thing and make marketing key to Hofheimer's. We had an outside agency that looked at our business and said something all the Hofheimer's people knew to be true, as shoes go, that's how Hofheimer's goes. It's both our business and it's our brand. LFO shared, no matter how you survey our customers, two things come back, service and shoes. Everything is service and shoes. If ever we were to hit it out of the park and prove we can do something in marketing to make our customers excited about us, it's about shoes. To do something really different that Hofheimer's hasn't done already and stand for something. We are great for shoes, our customers tell us that. How do we get them excited? That's why we're here. Don't look backwards. On behalf of everyone at marketing, this is an opportunity to do something really exciting. A once in a life opportunity for all of us. It really is fun.
- (MARTY:) we're trying to find the positioning for Hofheimer's shoes complimentary to the brand overall. The positioning needs to be very clear, inspiring and remarkable. When you put marketing and business people together they speak business speak. How would you talk about this with your spouse, parents? Great brainstorm shoes have a way of distilling things down to a place that's very clear. We talk about brainstorm shoes being a CONVICITION. What do you fight for a brand?

Think about a phrase like that. Unless we lock into a conviction, it's going to be hard to lock into that position. We want to get someone who's only buying 1 pair of shoes from us now to go back to buying five. The Nike Slogan: JUST DO IT. There was a consideration to make jeans at one point. They pulled it because that's not authentic athletic performance. Product examples. Starbucks: REWARDING EVERYDAY MOMENTS. That's what they're about. They're about selling anything within that experience. Disney, the clearest of all: FUN FAMILY ENTERTIANMENT. They can sell a lot of things, as long as they go back to that. 4 Lenses: Hofheimer's as a company, Hofheimer's shoes as a company, cultural, outside our world, our customers, who they are and who we want them to be; shoes in general. 9 Questions: What makes us remarkable and what do we fight for? A short video excerpt about discovering your "why": (SHOWS SIMON SINNIK VIDEO). Let's find our "why."

We're going to take you on a journey. Don't worry about the top of the mountain being there. It'll be there. (READS WHY OUR DIFFERENT PARTICIPANTS ARE HERE.) The most important thing is that we're all on the same team, working toward the same idea. That's the creative process. The most important part is that you don't censor yourself. What happens when anyone throws out a new idea that's not fully formed?

- That would never work.
- No funding.
- Would it advance?
- It's been done.
- Mr. Bruce wouldn't like it.
- It's a bad idea.

What happens to the idea when we do this?

- It dies.
- Gets discounted.
- Gets smaller.
- It shuts down.
- Gets dormant until someone figures out how to do it.

How do you feel?

- Less confident.
- It also kills all the other bold ideas.
- It gets wasted.
- The room loses energy.
- You wonder why you're here.
- I'm getting really depressed.

- It's a buzz kill.

You are not allowed to do any “yes, but” thinking in this room. Today we're going to do “yes, and” thinking – taking the idea and immediately saying yes to it. Likes and Wishes – when an idea comes up, immediately say what you like about this idea (EXPLAINS). Take what doesn't work, and add to it in a wish form (EXPLAINS). We are all airline passengers. I have an amazing new idea – here's the plane we know and love. We're going to put seats on the wing of the plane. What do you like?

- Better view
- Fresh air
- More leg room
- Dollars per flight.
- Free amusement park ride.
- Don't have to worry about emergency exits
- Vitamin D.
- Less bad smells
- More personal space
- You get to wear goggles.
- Rosy cheeks.
- Exfoliating.
- 80's wind swept hair.
- Pets are allowed.
- Don't have to hear babies crying.

What do you wish for?

- A parachute
- Sturdy seat belt
- A blanket. I wish it was warm.
- I wish it was safe.
- I wish it wouldn't mess up my hair. I wish I could stay put together.
- I wish they were cheaper seats.
- I wish I could get out of lines.
- Oxygen
- I wish it was easy to breathe.
- I wish there was an audio guide for all the things I was seeing.
- I would want a drink.
- I wish it would stay in the glass!

Big themes are fun, safety, the experience. We've kept those themes alive. Vitamin D, oxygen – health. It addresses a big problem on planes.

- Leg room's still alive.
- And comfort.
- Where would the flight attendants be?

It encompasses things we care about whether it's a crazy idea or not. Instead of getting stuck in possibility. Worries and concerns are not yet real, they're just that. We're looking toward possibility. It's about moving the idea forward instead of getting stuck on it. If the idea's got legs, we're going to get a lot of energy around it (EXPLAINS). Because we're a team, you don't know how what you put in the room is going to inspire someone else. Put it out there.

This is a group of leaders and management. You have to articulate and communicate so everybody understands what you're talking about. You do it inherently. We want to lift that burden on behalf of being as prolific as possible. Get as many going as possible. It's all about the volume, speed, and aspects of your brain you don't always get to access because of your leadership experience. Let's start brainstorming. Easy question – what are some famous shoes in history?

- Dorothy's Ruby slippers
- Elvis' blue suede shoes
- Carrie Bradshaw's Manolo's
- Cinderella's glass slippers
- Nancy Sinatra's go-go boots.
- Old Mother Hubbard Shoes
- Neil Armstrong's boot on the moon
- Billy Johnson's white shoes
- Makes me think of Michael Johnson's gold shoes
- Elton John's platform shoes
- Chuck Taylor's basketball shoes
- Michael Jackson's shoes
- Michael J. Fox's hover shoes from BENEFIT 2.
- Reebok pumps.
- Doc Martins.
- Zolo Bud's Lacquer shoes
- Jesus' sandals.
- John Wayne's cowboy boots.
- Audrey Hepburn's loafers in FUNNY FACE.

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- The genie shoes.
- Fred Flintstone's triangular feet.
- Peter Pan's booties.
- Santa's boots.
- Horseshoes
- Hotel slippers that never fit.
- Ballet shoes from Swan Lake.
- Wooden shoes from Holland.
- Flip Flops with built in bottle openers.
- Inspector Gadget's shoes
- James Bond in Desperado Web Shoes
- Max Smart
- Tom Wolf's spats
- Whatever type of shoes Van Halen said no, no, no, don't take them off.
- Gene Kelly's dance shoes
- A singer who wore white bucks.
- The laceless Adidas
- Tap shoes
- Stripper shoes
- Pretty Woman stripper shoes

Any famous flippers?

- Mermaid tail
- Clown shoes

Partner up in two's. What is your group's shoes?

- Blue suede shoes
- Ruby slippers
- Go-go boots
- Cinderella's glass slipper
- Air Jordan's
- Jesus shoes
- Shameless hussy – Pretty Woman
- Ronald McDonald
- s shoes
- Carrie's
- Elton's platform

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- Michael's gold shoes

Why are these shoes famous? Who is their owners? Why are they important? And what do they stand for? (GIVES MOTHER HUBBARD EXAMPLE.)

- Michael Johnson's gold running shoes. They stood out, got two gold medals. They were important because they were a big statement. I'm going to win the gold medal and I'm different from anyone else. He was going for the gold and success.
- They were bold.
- He was drawing a line in the sand. I'm the person to beat.
- Call the shot.

He wanted everybody behind him to have something sparkly to look at.

- Elton – wore them in concerts, public performances and personal life. Elton John and the warbrober and fans were the owner. They were important, he was short and needed extra height. Artistic expression, not mainstream. Art, energy, style, unique, confident, not caring about what others thing. Elevated him literally and figuratively.
- Sexually ambiguous.
- Flamboyant.
- He wasn't following a trend. He was setting a trend.
- He was expanding a trend. Taking a trend mainstream.
- Carrie's Manolo's. Famous from Sex and the City – first designer shoes that are more than just function. They're important – the ultimate reward for her work. made her feel special. Women deserve to get a pair of shoes. It gave her confidence and was an expression of her personality. Stood for women to reward themselves with indulgence. She reached this level of success in her life and this was a meaningful way to express it.

Also stood for...?

- Love.
- independence
- investment
- Passion
- Inspiration
- They're iconic.
- Ronald McDonald – stand for fun, charity, Chicken McNuggets. They're consistent and bold. So important to him as a character. They symbolize don't take anything too seriously. They're proof you'll have fun and laugh.
- Proof that you'll have a consistent experience. The owner's not just him but a broader group, owning the shoes.

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- Stands for size. Their physical size. Their grounding.
- Over the knee black patent leather boot that Julia Roberts wore: the owner was Pretty Woman. We forget her name.
- Vivian!
- They represented her persona, iconic to her trade, she was message-y. they stand for allure, attention-getting, sex for hire.
- Jesus sandals: It's in every image. It's a symbol of if everybody drew a picture of Jesus, they'd include the beard, the robe, the sandals. They were the only shoe of the times. Owner was Jesus and the church. They're important – protection. They represent a symbol. They stand for simplicity, humility, humble-ness, necessity. They were not an adornment. They were functional. It was a symbol of Jesus saying like, I'm one of you.
- Unlike the other shoes you could physically hold, these represent an idea or an ideal. They're universal.
- Walk across water.
- Jerusalem.
- They stand for sacrifice.
- World's first aqua shoes.
- Michael's Jordan's Air Jordans – one of the most amazing athletes of all time. They became a statement of style and status. Unintended – the negative things you sacrificed to acquire Jordans. The owner is Michael and Nike. They're important because of the key tie-in with athletes and the shoes they wore. Performance. It became an extension of him. It was important financially to him. It became a way for his fan base to connect with him and feel like an extension of his performance. Also an ability to be always new. He can always come out with a new version. The tie in to incredible athletic ability and status. Style the cool factor. It became not just big in the US but worldwide. And the technology.
- You put on shoes and they can make you fly.
- Possibilities.
- Daring and risk.
- The perception of wearing them and thinking you're a great basketball player.
- Transference.
- You assume they're good at basketball.
- I liked about ability to keep them new. There's still an inherent piece of same-ness about them.
- They started with Ability to Fly, but not it's being fashion aware and conscious.

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- I remember the air bubble so clearly. If you had a show without it, you were limiting your potential.

Did anyone wear the Reebok pumps?

- I wore it to prom.
- I did.
- Cinderella glass slippers – they're famous. The Disney – it was the climax and centerpiece of the movie that changed the plot line (TELLS THE STORY).
- Finding your dream, letting your dream find you.
- Finding love.
- Transformation. It completely changed her life.
- Justice.
- The understated power.
- It speaks to her selflessness and lack of greed.
- The rarity of the glass.
- The impossibility and fantasy of the glass slipper.
- Made her feel special.
- They're fragile.
- True self.
- It represents her being recognized for what she was.
- And remembered.
- Nancy Sinatra's go go boots from her song – they really represent the era, the 60's. They were iconic. It was a classic trend. Nancy owned it first. Any woman who ever sang the song out loud and felt it. Stands for liberation most. Empowering, confidence, fun, trend, you're looking good. It made it OK to be angry when you're wrong, to stand up. the era and times, women were really taking this on. It also represented, you can move on and walk away stronger. independent.
- Leverage. One of these days these boots...
- Threat.
- Ruby Slippers – they're famous because they were the iconic symbol of a classic movie. The owner was Dorothy and Glenda. You can add all the moviegoer and watchers.
- anything who has young daughters had to buy at least one pair.
- They were important – they got her home. They provided comfort and gave her hope. They stood for the courage she had, all her triumphs and helping her friends. Goodness. Friendship. They were in the landscape of standing for luxury and hope after destitute KS.

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- They were a key.
- They stood for confidence and a triumph.
- They were also a like a spot of color in a black and white world.
- They were purposeful as well. When you did something, there was a reaction.
- A key to what you want.
- It's a key to home. There's a lot of aspects.
- Innovation too. It's our first big color movie.
- Also a ritual. Click your heels three times.
- In the book it was silver. Not until the movie, the director didn't think it would pop, to pop against the yellow brick road.
- Magic.
- Ritual.
- Going home.
- They just clicked.
- Elvis's blue suede shoes – owned by Elvis and any other man brave enough to wear them. Immortalized in song. There was a lot of messages. It broke convention when men's fashion and shoes were very understated. Very bold fashion and trend-wise. Signaled Elvis was doing things differently. Sex appeal when networks were showing him from the waist up he was trying to attract attention from the waist down. He was doing things differently. The dancing, performing. Today they're probably in the Smithsonian or Graceland Museum. It's never really been done since.
- Stands for rebellion.
- individuality.
- Change.
- They're generational.
- Rock N Roll.

Take a moment and see if any of these things sparked an idea for Hofheimer's shoes.

- Transformation is huge.
- individuality
- Risk.
- Liberation
- Confidence
- Empowering
- Self-expression

- Fun
- Making a statement
- Standing for success
- Ritual, to go get your new shoes
- Hope for the future
- Positivity – positive and hopeful
- True self
- Taking a niche or trend mainstream
- The key to what you want by unlocking what you already have. Being the best you.
- They make other people happy too. It's not just shoes on your. Your green shoes last night – wow, that's really cool. Makes others happy.

everybody stand up. Has anyone not played Simon Says? (REVIEWS THE RULES.) (PLAYS SIMON SAYS.) What's true of Hofheimer's shoes?

- It's a department of Hofheimer's.
- They have good selection.
- They stand behind their products. And on their products.
- Origin of the company.
- It's for men, women and kids. They have your size.
- They're fashionable.
- On trend.

How do they make you feel?

- Special
- Stylish
- A contemporary curation
- Quality
- Taking care of

What's deeply true of Hofheimer's shoes?

- They're gonna fit
- They invest in excellence
- It might be the first thing you buy from Hofheimer's
- They're an entryway. Physically and, they're on the first floor. They're a gateway.
- They're a first impression.
- Gateway to buying other things because they have to match.
- It's exciting to find an amazing pair of shoes. They're emotional.

- Memorable.
- Unique range.
- Great sales people.
- Intimidating.
- I sit down when I buy shoes.
- People look like they're having fun.
- Primarily US-based
- online and in-store.

What's true of Hofheimer's's history?

- They started with shoes. 1901. \$12 from gold mining.
- You can always take them back.
- Multi-sensory.
- Finding something special.
- There's no harm in window shopping.
- Also knowledgeable sales people.
- You can get athletic and evening shoes there.
- Hofheimer's shoes is often associated with life cycle events. Milestones.
- Aspiration.
- Reward.
- Elevated. They bring the shoes out. it's not being self-served.
- There's a sense that you've graduated. You've arrived. You drink beer in college then switch to scotch or wine.
- Impulse feel good buy.
- It's something I worked really hard and saved for.
- The first time you buy there without your parents.
- Yeah. Grown up.
- Coming of age.
- They go from mid- to high-end.
- They're simultaneous aspiration and accessible.
- Indulgent.
- Expensive.
- Perceived premium.
- Designer.
- They're an investment.
- I see them as an investment of both money and time.

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- If they're sold they're, they're going to be quality. Trust.
- They change based on season.
- I might buy the wrong pair for me, but I won't buy a pair that won't perform.
- Expertise.
- Integrity.
- They're also part of the bigger fashion story.
- Hofheimer's is a huge retailer. It dominates. It has incredible reach.
- They're also shoes that come often with a story.
- Personal story.

anything about Hofheimer's vs. the other guys?

- We have your size. Size and range.
- You can buy them anyway you want, online, in your pajamas, in-store for 5 hours. Off-price, full price.
- DSW is shoes with deal. At Hofheimer's, it's shoes with experience.
- We're professionals, other people are amateurs.
- Remarkable and inspiring.
- They're therapeutic sometimes.
- It's like retail therapy.
- Our range is important. Nobody really carries the range.
- Hofheimer's will deliver. Something other stores can't do.
- Both on style and price. And brand. Style, brand, and price.
- And service.
- They're multi-generational.
- Hofheimer's has heritage. Other guys, not so much.
- DNA.
- You know how, in terms of my grandma doesn't know how to go online and buy shoes. A 13 yr old does. Hofheimer's allows everyone to do it.

imagine Hofheimer's shoes is a fictional character (EXPLAINS EXERCISE). Explain why. Pass the post-it note two people to your left. Add one or two descriptors who you want Hofheimer's shoes to be.

- Jasmine from Aladdin. A good choice. Fashionable, magical experience. I added love, individual, unique.
- Judy Jetson. Pretty, takes care of George. independent. I want her to be more modern, less a stereotype.
- Wonderwoman. Solves your problem. a friend in need, strong, confident, good. I added a more humble and approachable Wonderwoman.

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- Audrey Hepburn – Holly Golightly. Sophistication, style, unexpected, glamorous. I added open to having breakfast at other table with other people.
- Joan from Mad Men – sexy, confident, always put together. I added fun, warm, inviting. If I had only two, fun and inviting.
- Hercules – strong and leader. To me it was – it would be great if Hercules were a woman and a little bit softer.
- Cat Woman – combination of fashion and function, strong and beautiful. I added empowered and open minded.
- Superman, mild mannered, saves the day. Strong, people oriented, saves people. I added a more extensive wardrobe and his character is known not only out of a phone booth, but he's known with all.
- Don Draper – stylish but conservative, affluent, country club vanilla. approachable, engaging personality, more inviting and inclusive. Engaging and inclusive Don Draper.
- Hofheimer's Shoes is Robin from Batman & Robin. It's not the hero, but makes me feel like one. I added that Robin is Batman's peer. Robin takes the lead. I didn't like one stronger than the other. I liked them being together, moving forward. Partnership. A leader, leading, equal partner Robin.
- Hitch, the Will Smith character with Kevin James. Hitch helps you achieve what you desire. My build is a younger updated Hitch.
- Fairy Godmother, the magical powers she has transforming you. To make you more beautiful. It was the transformative power of Hofheimer's, the idea that you're the best. On the inside and the outside.
- Kate Hudson from HOW TO LOSE A GUY IN 10 DAYS – she's confident, fashionable, successful, driven. I would add kind and honest. A more kind and honest Andy.
- Leave it to Beaver's Mom – June Cleaver – she's pleasant, everything's in order, caring, gives you whatever you want, subservient. I added more relevant and fashionable.
- Wonderwoman. She has style, strength. I added I want her to be inspiring. More inspiring. And relatable.
- Blake Lively. The girl next door, all American, warm, classic. I want a sexier, sluttier Blake Lively. But also technologically futuristic Blake Lively.
- Elisha, The Good Wife. Conscious about how she presents herself. Aspiration and smart, successful and lithe. I want her to approachable and a risktaker for all she's been through.
- Vivian from Pretty Woman – I added not independent on a man. She's a positive force in society and can stand on her own two feet. Not dependent on a man.

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- The drag queen from Kinky Boots. It's all about the love of a great boot or shoe. I would like a more tasteful and refined drag queen.
- Ariel from The Little Mermaid. I have a son. Wonder and new world. I added respectful and humble. Appreciative of what she already has.
- The lead character from Weeds – Nancy Botwin. Strong, soft underbelly of confidence. I added understanding and transparent.

Let's go over this list (REVIEWS). Are there any ideas or themes you see popping up repeatedly?

- approachable.
- independent
- Some of these are related to the product. Some are related to the experience in the trust and advice of the salesperson. There are two different anchors.

Common themes?

- Empowered
- Transformative.
- Being independent yet approachable comes up a lot.
- There's a feminine aspect to the personality.
- There's a lot of super heroes.
- And housewives.

We're going to number off to six. Take one of the characters above.

- independent Judy Jetson
- Vivian from Pretty Woman
- June Cleaver
- Don Draper
- More inspiring and relatable Wonderwoman.

Craft your character's online dating profile (EXPLAINS EXERCISE).

- independent modern Judy Jetson. Doesn't leave without iphone or android. She has a great handbag, Celine. Understated, classic with a twist. Her style is not overt. She wears comfortable for her shoes. Not necessarily comfort shoes, but what she feels comfortable in. She loves to create something. She's a curator. New experience. She gets personal satisfaction out of getting something done in life or at work. curious, inviting. My enemies say I'm not unique. Don't know she's not down to earth. Perfect day, time to pour through the NYT while drinking coffee in porcelain. Reading the paper copy and texting, sharing what sh'es learning about. She blends the old with the new. Thought leader among her friends. Ambition, to write a book to inspire the world to travel. She wants to be around people she loves.

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- New engaging and inclusive Don Draper – can't leave without a jacket, quality jacket and an iPhone. Gets him out of bed – the next challenge. His friends say he's easy to connect with. Enemies say he's arrogant of standoff-ish. Perfect day is closing a deal. Secret ambition – having his own firm. Dream is a more sophisticated one.
- I love the commonality theme of ambition.
- Sophisticated ambition.
- Shoes for character.
- Judy Jetson's interest in sharing news of the world around her.
- Shoes build character.
- We have Vivian Pretty Woman. Not dependent on a man and civic minded. She has a clear to do list – she dresses for success. It's about the whole ensemble. She has a smartphone because she has to be connected for last minute changes. She gives back to her community in all ways. Her friends say she helps her community get things done. No is not an option. Her enemies say she's crude and unrefined because she's jealous. Perfect day is results. Secret ambition – she wants to be married. Dream – authentic love.
- With the to-do list pun - A Shoe-In. Step into the Yes. And find your life partner.
- I like the idea you're not just thinking about the shoe, you're thinking about the people who will interact with the show.
- Who will your shoes meet today?
- Where will your shoes take you today?
- Where do you wear your shoes?
- Every "wear"
- Fairy God Mother – Be Your Best You – Her dream, she wants everybody to realize they full potential. Ambition is to have a wide reaching TV show like Oprah. Best day, relax by day and magic by night. Enemies – she's not a realist. Friends say she's positive, encouraging, selfless. Her hope gets her out of bed. Can't leave home without her wand, magic mice, and La Mer.
- Creating style evangelists.
- Evangelism also connects with Judy, reading the Times, spreading tidbits to people who look to her as an influence.
- June Cleaver – can't leave home without her fashionable handbag, smartphone, and is fully accessorized. Organizing family gets her out of bed, a chance of a new look. Friends say she's a fashion inspiration, enemies say she's a control freak and perfectionist. Her perfect day starts with palates in the morning, volunteering, lunch with friends, shopping in

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the afternoon, dinner with the family. Her ambition for herself and the world is the same, that everyone is happy.

- There's no cynicism to her.
- Everything fits.
- No irony. She sees the best in everything, but not in rose colored lenses. It's a choice.
- Wonderwoman – her accessories, that she's fully put together, and her iphone. Gets her out of bed – doing good. She's optimistic, always ready to lend a hand, supportive, adventurous. Enemies – she's a tough bitch, bossy, overbearing. Perfect day is all about me – she can replug, rejuvenate and recharge. Ambition, writ a children book series. Dream – everybody is true to themselves and can express their own individuality.
- A big phone is mobile.
- Make life your bitch.
- She has the invisible jet – people are always looking at her. They can always see if you're put together.
- She's consistent in that way, look and outward appearance.
- She's got a personal brand.
- Hercules – purple hammer of power, yoga mat, copy of Eat, Pray, Love. Gets out of bed to pursue the power of health. Friends say she's strong, independent, loyal. Enemies – bossy, bully. Perfect day sunrise yoga, juicing. Her ambition is to heal the world through health.
- Teaching leadership is a good theme.
- Leading by example.

We're going to play Hofheimer's Balderdash. Our new verb is "to Hofheimer's." Write the definition of what that means (EXPLAINS THE EXERCISE, GIVES EXAMPLES). What does to Hofheimer's mean? Pass it to the person to your right, read your new definition. Build on that.

- To be fully taken care of. I wrote to be repaired when you didn't know you were broken.

Use it in a sentence.

- I went to the therapist and she Hofheimer's you.
- To nail your style in any and every situation. She totally Hofheimer's that outfit last night.
- To be excited about something. I'm so Hofheimer's we got to meet Oprah. To spread excitement to others.
- To look your best in an authentic way. I was completely Hofheimer's for the gala. To Hofheimer's is to express your best **[INAUDIBLE]** who you authentically are.

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- To inspire confidence in someone. I Hofheimer's my son after his soccer game. To empower someone. I tried to Hofheimer's **[INAUDIBLE]** a project.
- To express yourself in a way that is unique.
- To create an inspiring experience you want to share with others. I want my party to feel Hofheimer's-like. To Hofheimer's is to stand out setting yourself apart. I want to Hofheimer's this dinner and create the perfect home.
- To unblock style. When I Hofheimer's I look and feel good. Uncover – my friends think it's my new hairstyle, but it's my Hofheimer's aura. To uncover or tap into. It's Hofheimer's bringing out the best in you.
- Kick ass and take names in all aspects of life – I totally Hofheimer's that meeting. to have great confidence – she showed great Hofheimer's in her presentation subject.
- To connect and bond with someone you just met. I just Hofheimer's him or her. To feel confident and strong – I Hofheimer's my job interview today and I got the job.
- To serve your common mankind. She Hofheimer's those less fortunate. To make mankind more confident, assertive, and successful in life – the entire country of the US was Hofheimer's in 2013 with higher GP.
- To show passion and understanding for another's intimate personality and help bring us out on the other side. Her hubby Hofheimer's her by buying those red stilettos. Or, he Hofheimer'ss me so well.
- To be a fashion icon, trendsetter. I Hofheimer's my interview outfit and got the job. To share expertise with others. Jane Hofheimer's in science with her daughter's second grade class.
- To have quiet positive self-assured confidence. She really Hofheimer's that presentation. I switched from having it to providing it. To provide confidence. I Hofheimer's my wife, and she looks great.
- To finish a task in a **[INAUDIBLE]** way. Expanding, to relax in a constructive way.
- Express yourself with style and grace. I added to walk confidently. I totally Hofheimer's that presentation today.
- To walk in as one thing and walk out as another. Build – duck into a fashion swan. We have to Hofheimer's her for the upcoming prom.
- To achieve ultimate satisfaction from pulling off a well put together look. I so Hofheimer's it today. Pure style – my prom outfit is pure Hofheimer's.
- To serve with humility and a sense of humor. I really love it when someone Hofheimer'ss me unexpectedly.
- To humbly help others to achieve their ambitions. Through membership and support, people are able to help themselves.

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- To do something in a way that makes someone totally happy. Changed it to help someone out when they least expect it.
- There's a theme of the unexpected, pleasant surprise.
- Perfection. Your diamond is flawlessly Hofheimer's. I built it to a dream.
- It indulges in something that brings self worth. To find inner confidence – I channeled my Hofheimer's and asked for a promotion.
- There's a philosophy. Hofheimer's is how you project yourself and how you project yourself to the world.
- And how you show your potential to the world.
- Introducing people to new things while staying true to themselves.

We're going to do pure brainstorming. Who are Hofheimer's shoes for? And who could they be for? Someone who's up for a big promotion, for example. A moneyed philanthropist, girl going to prom.

- Stay at home mom
- Someone who wants to treat themselves to something nice
- Someone who appreciates a great show
- People who aspire who live a great life
- Someone who's got an important interview
- Someone who's looking for a pick me up
- Someone who has to stand in their shoes all day.
- Someone who's going on a date that's out of their league.
- Someone who needs to take their first steps.
- Someone who doesn't have a sense of fashion but wants it. Sort of a fashion A-lister. And fashion no-lister.
- Someone who's on a budget but still wants quality and style.
- Someone who wants to project a "new me" to the world.
- Someone who needs a coach.
- Someone looking for a pick me up.
- Someone who doesn't want to worry about hassle.
- Someone going on a trip.
- Someone whose airline lost their luggage.
- Someone who wants to be noticed.
- To get compliments. Someone who wants to get compliments.
- Someone who needs to replace a pair of shoes that they love.
- Someone who wants instant gratification. Or gratification now.
- Someone who wants something to do with a friend.

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- Someone who has money for the first time.
- Someone with a New Year's resolution.
- Someone that can't walk but needs shoes.
- Someone who's out of the mainstream in terms of fitting in. the fit of the shoe in terms of size and width, or how they feel.
- A fashionable working mom.
- Somebody who wants a shoe guidance counselor.
- Shoe-ru.
- Someone who doesn't want to make a fashion faux pas
- Comfortable. Either in the shoe or in the experience.
- Someone who wants a little pampering.

Why does it matter that they shop at Hofheimer's? Someone up for a big promotion?

- Their bosses shop there. the person who helps them knows what their boss is wearing.
- So I can look my best.
- Also feel my best. Feel confident.
- Look the part.
- I'll walk away with something I love.
- Even if I don't have the promotion, I'll still have my shoes.
- I'll get an expert's opinion on this important decision.
- I trust them.
- I know it'll be the right choice.
- I got the shoes from a wide selection.

Walk away with something I love?

- I win either way.
- I'm confident.
- And happy.
- So I'll be confident at my interview.
- I'll have a good day.
- My feet won't hurt.
- I get a promotion.
- I get more money. I can buy more shoes.
- I tell my friends.
- I feel better about my whole world.
- Help others.

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- I won the Nobel Peace Prize.
- We need Putin in a pair of shoes!

Create one from the list, do the first circle (EXPLAINS EXERCISE).

- Fashion no-lister. She's someone who's shy. She needs help, an expert's authority. She's vulnerable because she has no expertise. So she can feel confident when she's shopping, and a foundation so she can find her own style, so she feels womanly and confident. Writes an Oscar winning movie.
- Wants compliments on her shoes – she wants to compensate for some weight gain. She's going to be less hard on herself, so she'll feel a bit younger, which connects her with her daughter, and they take **[INAUDIBLE]** together, where she loses weight.
- She needs a pick me up – will connect with the salesperson, she'll ask more about her, give her great ideas, she'll buy more, her friends will buy more shoes – she'll meet the man of her dream, need wedding shoes, get married, and live happily ever after.
- Someone who wants to fit in – they don't trust themselves, they trust Hofheimer's, they're the experts, I believe what they tell me, so I gain confidence so I can buy anything there and still fit in. I feel that makes me happy and confident which leads me to focus on things other than fashion that are productive and I can have an impact on the things I care about.
- The stay at home mom – she shops at Hofheimer's because she hangs out with the girls. She can do it online so she doesn't need a babysitter, can spend quality time with her children, more time with her mom, confident, so she can rock her heels on date night so her marriage stays new and exciting.
- Lost luggage on a trip. It was an opportunity to try something new because they wanted to be someone different because they wanted to meet a new person so they could have a new life and be happier and reach a higher level of self awareness. The Zen of Hofheimer's.

Does any idea need to be captured based on this activity? Great.

We're going to go back to 1964 and bring them to present day. What about the way you buy shoes blows the mind?

- Buy online.
- Mobile POS.
- Selection.
- If you don't have it in the store we'll find it and ship it directly in their house.
- Arrives in a couple of days.
- No 4A widths.

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- Athletic shoes, and technology in general.
- The astronomical cost of shoes.
- There's a holograph of information about the shoes.
- I get on a business trip and can get on my iphone on the plane and have them delivered to my hotel.
- The boxes and packaging is nicer and brighter. The shoe bag's in there.
- They're expensive.
- So many brainstorm shoes.
- All over the world.
- Heel heights.
- Maybe they'd be surprised they're still using that metal grip device.
- You can wear a tennis shoe with a dress.
- Or a suit.
- Jeans.
- Shoe trees are still used?
- The democratization of style. Like Italian shoes.
- That I actually buy shoes not out of need.
- I can instantly share my purchase.
- Shoes haven't been replaced by hover boards.

If we took shoe buyers today, what will blow their mind about the way they can buy shoes in 2064?

- You make your own custom design shoes that fit perfectly and take them home with you.
- They have a build your own replicator at home.
- With a 3D printer.
- A virtual salesperson in your house helping you shop.
- A hologram. Who shops in your closet.
- My closet is my virtual salesperson. It's empty, and I open the doors...?
- All packaging is wasteful, so it's gone.
- All the fabrications are recyclable or biodegradable.
- They don't wear out at all.
- Shoes are made out of LED fabric.
- The materials are so advanced that external conditions are regulated.
- If it's raining, they're waterproof. If it's hot, they breathe.
- Transition shoes.
- Adjustable heel heights.

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- Delivered on demand. immediately.
- Your closet hologram person would know what experience you wanted that day. They could read your mind.
- Your show would adapt based on the experience.
- Your shoes are your personal transportation.
- You're not going to a store.
- You don't actually buy shoes, you lease em. You just pass it on. Wear it for a while.
- It doesn't just disappear. You have a pill in the morning, like the Jetsons. They compact. That's what they did with shoes. Took a pill.
- Only your shoe size will display when you're shopping.
- The store treats you like you're the only one in the store and it knows you.
- Your shoes automatically get you a promotion. Better your life.
- They mold to your feet.
- If you buy open toe shoes, you get a pedicure when you're there.
- Shoes that monitor your health.
- Dating sites have pictures of your shoes instead of your face.

If one of those things were to happen, what is something Hofheimer's could do to capitalize from the 2064 list?

- The customization.
- Your own virtual salesperson. Selection is so person. It helps you identify everything for your needs.
- Hofheimer's knows what you want in real time.
- Minority Report of shopping.
- We define our algorithms so much...
- We know before you do.
- I like the idea of bringing the online experience into the store.
- The store is where you go to get inspired and it literally happens the next day. It's much more about the experience, the store environment, than about trying on shoes.
- You can't beat the real thing.
- Customization of the shoe and the fit.
- Like foot scanning.
- Or 3D printing.
- On a base level, just to tell people about it. If you have this technology but folks don't know, how do we make sure we're proud and overt?

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- If Hofheimer's owned a future technology think tank, everything there is all based on technology. If they started now.
- Hofheimer's owning your footprint and getting a custom fit.
- What if all clothing and footwear was virtual. You saw a projection, not physical. Like Google glasses, we're looking through an artificial lens of what's out there. So Hofheimer's invents virtual shoes.
- What if you could automatically see yourself in someone's shoes.
- Or when you try on shoes, you could look at all the different outfits you have at home with the closet you bought at Hofheimer's.
- You could scan anything you see down the street, and just purchase it.
- You would instantly know which of your friends owns those shoes.

Take two minutes. Choose 3-5 big ideas or themes that you feel really passionate about or have a lot of heart for that we've spoken about today.

- Hofheimer's can be the key to what you want buy unlocking what you already have. Helping others achieve their ambitions. The big ideas were empowerment, confidence, and being the best you can.
- Power of the coach, the shoe-ru idea. And evangelism; being a shoe evangelist.
- Church, or gospel of shoes.
- Transformation. Hofheimer's helps people transform through all life's needs.
- Creating a connection and a bond. A relationship.
- The approachability that goes along with that.
- Also being the one to reach out to others.
- Emotional.
- Hofheimer's supports hope for the future. DSW are happiness and love. That's static. Hope for the future has longer legs.
- Inspires people to be their best, find their potential, passion, and understanding the human spirit.
- Where will these shoes take you? This idea of moving forward.
- The word aspirational sticks in there somewhere.
- Something around independence and foundation. individuality.
- Authenticity's another word.
- Hofheimer's honors your style and perspective of individuality.
- Build on aspirational – we talked about being accessible.
- Helping people walk confidently in work and play in life. Whether your shoes are purposeful or pleasurable, we fit your life.

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- The future, there's an importance on customization and convenience in the future. Then, technology is the future.
- The notion of smartphones – the notion of a smart shoe in some way.
- Did we have the word passion up there? I want to make sure that's on the list.
- Helping people focus on other things because Hofheimer's takes care of the style.
- The transcendence of shoes. You can be really stylish and they fit well.
- The magic and power of shoes.
- There was an aspect of inclusive vs. exclusivity. We fit your style, we don't fit Hofheimer's's style.
- Going back to fit.
- I get the sense from other retailers, you're buying into a certain style.
- Like, we invest in you, you don't have to invest in us.

LUNCH.