

Lab Reports and Kickoffs

The final project and weekly lab activities require you to work in a 5 person team (each team should have at least one non-GSB student). There will be six DH labs on Fridays. The first five labs require a one-page team Lab Report that details three key insights that resulted from your Friday lab meeting, and three implications for your team's final project. You can work together to write the Lab Reports or you assign one writer for each of the five. Lab Reports will not be graded or returned; your team will receive the full grade as long as you turn in all five assignments on time to Coursework (Friday 7PM). Lateness for the Lab Reports will negatively affect your team grade. (Warning: The best Lab Reports will be shared with the class to help class learning).

Each week, one team will be in charge of a Kickoff, which is a chance for your team to design the first 5 min of class. The kickoffs will focus on developing the skills to run an effective SCRUM, and involves running fast-paced weekly check-ins to get the class on the same page and set a course of action for the next week. On the day of your Kickoff, make sure you come to class 15 min early to set up, and submit a 1 page recipe for how to run your SCRUM via Coursework by 7AM. PS. Scrum: [http://en.wikipedia.org/wiki/Scrum_\(development\)](http://en.wikipedia.org/wiki/Scrum_(development))

Final Project

Your team will select a brand for the final project. This brand could be established for a startup, but you need to have at least one point of contact inside the brand to act as your brand advisor – someone to hone your hypotheses, possibly provide data to your team, and guidance. You may find your own brand, but we will also provide you a set of brands who have volunteered to be brand advisors -- someone who helps advise and shape your project. You will hold at least two meetings (in person or via phone) with your advisor for insight into the current brand experience. The brand advisor is invited to come view the final presentations (6/3). So what is your final project? It has two parts: a Brand Presentation and a Designers' Guide.

Brand Presentation (50% of final project grade)

Select a brand, identify pain points with customers in the experience and design a campaign that would eliminate them, and/or identify opportunities to make the customer experience better. Your goal should be to cultivate happiness for customers and anyone else who interacts with the brand (feel free to get creative!). Your deliverable is a 5-minute, visually rich presentation about your re-designed brand. It will not include information from your Designers' Guide (discussed below), but focused solely on the redesign. The deck can include a notes section for further unpacking of key insights.

Designers' Guide (50% of final project grade)

Your team will create a Designer's Guide -- a tool that would help an employer design their company/brand to take advantage of the lessons learned in class. It is a more general piece than the Brand Presentation. The Designers Guide has two parts (1) Designers' Deck - a slide deck of up to 50 slides. (2) Designers' Cards - five methodology cards that explain five key principles when designing for happiness.

Note:

- Three exemplars of strong Final Projects (Brand Presentation and Designers Guides) are on the course website.
- At the end of class, you will be given the chance to submit feedback on your teammates' contributions to the Final Project, to be integrated into the final grade.

**WHAT
MAKES US
HAPPY?**

WELCOME TO

DESIGNING for HAPPINESS

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MKTG 355: Mon/Fri 1:15-3, 3:15-5pm from April 5 till June 3 in GSB Patterson 107

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Overview

Research has revealed surprising and counter-intuitive forces behind customer and employee happiness that have a direct impact on the success of products and brands. From this work fall three tenets:

- Strong brands are created, in equal parts, by passionate employees and customers.
- Employees want to be valued members of a high performing team on an inspired mission.
- Customers want brands that improve their lives - helping them achieve their goals, shape their stories, and cultivate happiness.

In this class, we will rethink how to design products and improve brands. In multidisciplinary teams, we combine design thinking with social psychological frameworks to prototype products and build brands in a quarter-long project. Designing (for) Happiness will use an app called StoryBank, which gathers user-collected moments on Instagram to help analysts find specific and meaningful insights about brands. For the final project, students use an iterative design-thinking process to uncover what factors actually make customers and employees happy (instead of what we think makes them happy). Designing (for) Happiness was designed for business leaders, entrepreneurs, technologists, engineers and designers. Above all, this class is meant for people who want to build innovative products and valuable brands that have positive, meaningful, lasting impact.

StoryBank Mobile and Web Application

People too often aim for happiness as an ultimate goal. Rather than happiness as a goal, we think of happiness as a design principle – used to create better experiences for customers and employees. Therefore, the class relies on an application called StoryBank, which leverages Instagram. Over the quarter, we'll use this app to build a class-wide database to test hypotheses about what makes teams and customers happy. This app enables you to (a) collect insights about what brands cultivate happiness (vs. unhappiness), (b) analyze data to investigate where, when and why happiness is found, and (c) shed insight on how you can design environments to improve the lives of both employees and customers of a brand.

You will record about 50 moments, or 1 moment each day for the first seven weeks. However, you can also take more moments in shorter bursts or go above and beyond and capture more. For those students who prefer writing in a notebook than using an app, you can follow the same process but simply drawing and writing a story for the moment, and later logging those moments in Instagram. More details will be shared in class.

Course Design

The course involves both lectures and labs. The lectures summarize academic research, introduce new theories, and often include expert speakers. The labs allow you to apply these concepts and skills to your own experiences, teams, and final projects. This course is designed to expose you to a broad spectrum of research ideas and offers you opportunities for hands-on learning. What to expect:

Lectures	Weekly exposure to new content and featured guests
Readings	Listed in one-page syllabus Required book: Delivering Happiness (Tony Hsieh)
Hands-On Experience	Undercover missions and field trips in local public areas DH Labs
StoryBank Mobile & Web Application	Capture 1 moment per day for first 7 weeks of class Rate your happiness level in each moment using #1 to #10 Write a short story or quote about the moment Analyze the data in the StoryBank app
Individual Assignments	Brand Design Cornerstone (individual #1) Moments in the Field (individual #2)
DH Labs (Fridays)	Your team will have a DH Lab where you apply concepts in class to a specific assignment or your final project Submit a 1 page Lab Report by 7PM on Fridays on CourseWork
Team Kickoff (How to Run a Scrum)	On one Monday, your team will be assigned to run a 5 min SCRUM - fast-paced weekly check-in to get teams on same page and set course of action for the week. Deliverable: a 1-page SCRUM Recipe on How to Run an Effective Scrum on Coursework by 7AM day of Scrum.
Final Project	Brand Presentation DH Designer's Guide (deck and cards)



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Course Requirements and Grades

This course will be graded based on Class Participation (30%), an Individual Assignment (20%), DH Lab Reports (10%), and a Final Project (40%). Grading: Individual Assignments and Final Project will be judged on depth, breadth, and creativity. All assignments will be turned into Coursework. Lab Reports are due at 7PM Friday (day of Lab). Individual Project and Final Team Project are due 7AM *before* class. Upload file named by project, name, section (e.g., "DH Final Presentation – Doe, Smith, Brown, Walker – Section 1"). Late entries will result in marked down grades.

Class Participation

We view class discussion as an integral part of the learning experience in the course. Your class participation grade will be based on the quality of the contributions to class discussions, not on the amount of time you talk. The strongest class contributors make insightful comments, pose thoughtful questions, and capture daily moments (using Instagram) for analysis. We will use the StoryBank web app as an engine for many of the insights revealed in the class. On Day 1, you will receive a Designing (for) Happiness workbook, which contains exercises that help you apply lessons from class to your daily life. If you turn it in before June 3 (via Coursework), this workbook can also contribute to your class participation.

Lateness and absence will adversely affect your grade. Although attendance is required at all sessions, you may miss one class and make up for that class with an extra credit assignment (to take up 1.5 hours outside of class). The deliverable of this make-up is a document to be shared with the class. The exact specifications will depend on the content of the missed class, but it generally involves a case study or research write-up.

Individual Assignments

We have two individual assignments, one of which you will turn in. The deliverable can be a short paper (under 2 pages) or deck (under 20 slides, with notes in the notes section). Feel free to support findings with visual representations of the data (via graphs, wordles, etc). These individual assignments are purposefully broad and open ended, with the intention that you get creative. But they are also designed to enhance your final project, Although you should do your assignment individually (we already have a lot of team work; this is your chance to shine on your own), feel free to share the results with your team after it is submitted. Choose one of the below:

Individual Assignment #1: Brand Design Cornerstones. By the middle of the quarter we will have gathered over 4,000 moments through the app. Some of these moments relate to brands, but others relate to people, places and things. For this assignment, explore and synthesize the class data to answer the question: What three findings are most important when (a) designing your company for your employees, and (b) meeting the needs of your customers by your brand?

Individual Assignment #2: Moments from the Field. Interview at least 20 "extreme" customers to capture their moments of happiness and unhappiness with a brand and their brand stories using Instagram. Choose customers that are extreme users of the brand - someone exceptionally familiar or unfamiliar with the brand, who has strong feelings about the brand. Extreme users are typically targeted when conducting research for design thinking because these cases may inspire more creative solutions. Take pictures of their experiences and use the caption to capture quotes from your customer as "6 word stories." These captured moments entail taking pictures of customers but the brand itself doesn't have to be visible in the picture. Add a hashtag with your brand name and happiness level for later analysis (e.g. "#coke9" for a great experience with Coke or "#dmv2" for a terrible experience at the DMV). An example short story can be "A day is not a day w/o Philz #philzcoffee9". For your individual assignment, use this data to establish 3-5 personas for the target customer of your brand (there can be, and usually are, multiple personas targeted for each brand). The 3-5 personas must capture a consumer's beliefs and motivations in addition to their typical demographic.

DESIGNING for HAPPINESS

DAY *	BIG PICTURE	THEME	GUEST CAMEO/LAB	ASSIGNMENT DUE**
Friday 4/5	The Business of Happiness	Rethinking How We Approach Happiness		Install App Read Delivering Happiness
Monday 4/8		Delivering Delight	Zappos (Tony Hsieh, CEO) 2:45-3:00 and 4:45-5:00 (Skype)	Read Business Case for Happiness, Psychology of Happiness
Friday 4/12		Engineering Excitement	Cirque de Soleil (Daniel Lamarre, CEO)	Teams Formed
Monday 4/15		 Instilling Innovation in Brands and Business		Read Creating Sustainable Performance, BabyCenter case
Friday 4/19 @ IDEO	Building Happiness	Fieldwork: Undercover at IDEO (Palo Alto)	Go to the IDEO with Instagram or a sketch pad. Find at least 10 happy experiences and 10 unhappy experiences, and tag (#) why they are happy or unhappy.	Team Writeup (1 page)
Monday 4/22		In Pursuit of Enchantment Lesson from Apple	Apple (Guy Kawasaki)	Brand Chosen Read Pursuing Happiness, Stumbling on Happiness
Friday 4/26 Where your brand is found		Fieldwork: Undercover With Your Brand	Go to where your brand is with Instagram or a sketch pad. Find at least 10 happy users of your brand and 10 unhappy users of your brand and tag (#) why they are happy or unhappy.	Team Writeup (1 page)
Monday 4/29		Building Balanced Global Brands	Nike (Christiana Shi, VP Global Ecommerce)	Individual Assignment #1 or 2 Read Nike WE case
Friday 5/3 @ San Francisco	Cultivating Happiness	Fieldwork: Undercover at Path & Index (S.F.)	Path (1:15-2:15; Dave Morin, CEO) Index (4:00-5:00; Mike Volpi, Partner)	Team Writeup (1 page)
Monday 5/6		Cultivating Creativity	eBay (Robert Chatwani, Internet Marketing)	Read Coke case, How to Cultivate Happiness in Companies
Friday 5/10 @ Team Choice		DH Team: Assemble!		Team Writeup (1 page)
Monday 5/13		Supporting Stakeholders: Aligning Group Goals	JetBlue (Joel Peterson, Chairman)	Read JetBlue case
Friday 5/17 @ Team Choice		DH Team: Assemble!		Team Writeup (1 page)
Monday 5/20		Searching for Stories	Twitter (James Buckhouse, Managing Editor)	Read Would You Be Happier if You Were Richer? If Money Doesn't Make You Happy Consider Time
Friday 5/24 @ Team Choice		DH Team: Assemble!		(No writeup due)
Wednesday 5/29		Designing Happiness: Visual Design & Partner Design	IDEO (Purin P., Designer) Cisco (Blair Christie, CMO)	
Friday 5/31		Cultivating Happiness Across Cultures	Intel (Genevieve Bell, Interaction and Experience Research)	
Monday 6/3		Show Us What You've Got: Final Presentations!		Designer's Guide, Brand Presentation

*All classes take place in P107 except where otherwise noted.

**Assignments are due by 7AM via CourseWork