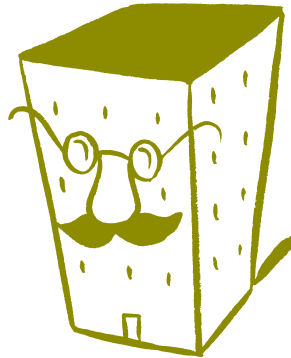


big



ACME

Toy Company

Design locally – Make locally – Sell Globally

BIG ACME Toy Company is in trouble. For seventy years BIG ACME licensed some of the most popular toys from designers around the world. It manufactured these for sale locally.

Executives have now decided to shift strategies: from copying toy designs to creating its own. “Design locally – Make locally – Sell Globally” is now the strategy.

It has formed CreaToy Design Teams to conceptualise new toy ideas based on insights and starter ideas from the Board. These insights provide direction for the toy concepts that BIG ACME is capable of manufacturing. You will see a briefing video from a recent Board meeting. The big theme for this year is a toy that transforms from one thing into another.

The Challenge for BIG ACME

The pressure is on for the BA’s 300 jobs. The toy market has changed and BA has not kept up.

- ① The first objective for CreaToy teams is to conceive, develop and present new toy ideas. The company’s investors are being asked for money to keep the company afloat. Each CreaToy Team must deliver one “great” marketable toy concept.
- ② The second objective is to create a promotional program that will create word of mouth excitement among the youth market for the new toy concept. TV advertising is not possible. Budgets are extremely limited. New ways of reaching the youth consumer must be found. The objective is to find new ways to build “relationships” with the youth.

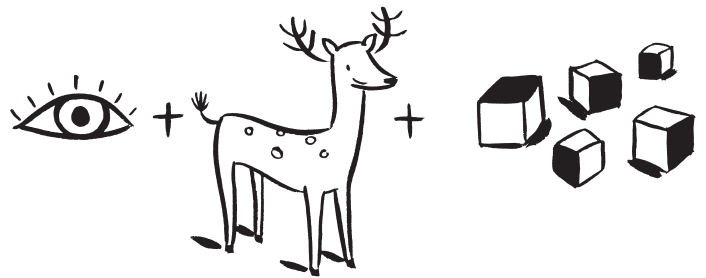
The final step is to pitch your idea to Shareholders and the Board of BIG ACME Toy Company. Your goal is to win financing for your concept. Your presentations must excite and enthuse investors to win their support. Only one toy idea will receive funding. As such, the winners will take the “funding” spoils!

CreataToy design teams

Each CreataToy Design Team should have 6 to 8 people.

What you have to do:

- ① Create a totally new toy concept. Your insight must come from the use of an Idea Box. The toy must target children under 13 and be reasonably low cost to produce. It must be cool in the eyes of your target consumers.
- ② Develop your idea into a marketable concept. You should organise a session of Six Thinking Hats to develop your idea. Keep in mind that your concept must target children under 13 and the parents who pay for the toys.
- ③ You must “judge” your idea – using whatever criteria you feel is important. The key is to ensure that you believe it is a great idea.
- ④ Prepare a five minute presentation that will convince a sceptical audience that your idea is the best – in terms of originality, marketability and production. Investors will decide which idea moves forward. You have FIVE minutes, not six minutes. Sell the sizzle of the idea – develop some visuals e.g. poster, prototype, etc. to aid your presentation. Entertainment is OK too! Your presentation can involve one person or the entire team.
- ⑤ Your team is also an investment group. During the presentations, you must evaluate the best of the OTHER ideas. You must decide whether to vote as a group or as individuals. You will have time after all presentations for a brief meeting to decide your strategy. Your team should set some investment criteria to judge the idea with the most potential.



Your Role on Your Team

At different times you must play these roles:

- ① Professional product development brainstormers to conceptualise new ideas.

Marketing Communication experts to create ideas to sell your toy concepts to your target market.

②

Professional presenters to pitch your idea to investors.

③

- ④ At the end participants become Investors. Each team is an investment Syndicate. You must decide on the company's future by investing your money into one or more of the winning ideas. You can pool your resources and invest as a unit or you can invest as individuals for different ideas.

Some participants on your team will have specific jobs – the Observer and FaciLeader.