Top 4 Reasons People Don't Cycle

- Car Traffic
- Weather
- Lack of Bike Lanes
- Darkness

As Kent was riding home one night, he wondered why his bike’s headlight, meant to illuminate the road ahead of him, was mounted on the handlebars. Why couldn’t the light be closer to the ground? He put his engineering mind to work, and Revolights were born.
Stories and Storytelling
You can’t *tell* a good story...

If you don’t *have* a good story to tell
What makes a great story? (Start with a BIG problem)
Behind every great product is a great story.
A Data Driven Story

Key numbers in this story:
• Only 1% of all trips are by bike
• 1 in 5 don’t ride due to darkness
• 70% of injuries due to side visibility
• More than half of bike fatalities at night
Warm up: let’s all tell a story

Tell a story about an event that you experienced – or person you met -- that influenced you and possibly changed you…
Stories vs. Storytelling
Finding the Story vs. Telling the Story
Story vs. Storytelling

Finding The Story

IDEA

The narrative: the problem and solution

Focusing

Telling the story

Visuals

Showtime

Customer

Insights

Names

Narrative devices
The power of story

Jack Dorsey
Twitter, Square

Peter Guber
Sony Films, Mandalay Entertainment
Why do stories work?

Until recently we’ve only been able to speculate about story’s persuasive effects. But over the last several decades psychology has begun a serious study of how story affects the human mind. Results repeatedly show that our attitudes, fears, hopes, and values are strongly influenced by story. In fact, fiction seems to be more effective at changing beliefs than writing that is specifically designed to persuade through argument and evidence.

What is going on here? Why are we putty in a storyteller’s hands? The psychologists Melanie Green and Tim Brock argue that entering fictional worlds “radically alters the way information is processed.” Green and Brock’s studies shows that the more absorbed readers are in a story, the more the story changes them.

And, in this, there is an important lesson about the molding power of story. When we read dry, factual arguments, we read with our dukes up. We are critical and skeptical. But when we are absorbed in a story we drop our intellectual guard. We are moved emotionally and this seems to leave us defenseless.
The brain science behind it

Activating the insula (emotional region)

When we hear a story, we imagine ourselves in it.

Synching the listener’s brain

A story activates the same parts of the teller’s and listener’s brain.
Story structure

- Characters
- Motivation
- Plot
- Symbols
- Customers
- Insights
- Problem/solution
- Logos/icons
## Basic story elements

<table>
<thead>
<tr>
<th>Story</th>
<th>Business story</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protagonist</td>
<td>Customer</td>
</tr>
<tr>
<td>Motivation</td>
<td>Customer insights</td>
</tr>
<tr>
<td>Conflict</td>
<td>Problem definition</td>
</tr>
<tr>
<td>Plot imperative</td>
<td>Value proposition (benefit)</td>
</tr>
<tr>
<td>Plot narrative</td>
<td>Solution</td>
</tr>
</tbody>
</table>
How do we build a narrative?

**Campus budget & finances**

**Revenues:** $2.16 billion in 2012-13

**Funding sources:**
- State funds: 12%
- Tuition & fees: 27%
- Contracts & grants: 32%
- Sales & services of educational activities: 13%
- Private gifts for current use: 7%
- Investment income: 5%
- Other: 2%
- Non-operating revenue: 2%

**Sources of private funds, 2009-10:**
- Alumni, parents, faculty, staff & friends: 44.5%
- Foundations: 32.5%
- Corporations: 14.4%
- Campus-related organizations: 0.3%
- Other sources: 8.3%

**Market value of endowment:** $2.6 billion (June 2010).

**Philanthropic support:** The state supplied 47% of the University's budget in 1991-92 and today its contribution comes to less than 20%. Private support is increasingly critical to preserving Berkeley's excellence. Alumni, parents, and friends of the campus contributed $313.1 million in gifts and pledges in the 2009-10 fiscal year to support students, faculty, and research. There were gifts and pledges from 56,800 donors.

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**Research**

In the 2012-13 fiscal year, Berkeley received $655 million in research funding.

**Inventions/patents** as of June 2010:
- 2,217 total inventions
- 300 active license agreements
- 569 active U.S. patents
- 465 active foreign patents

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The cyclotron was invented at Berkeley, launching a research era in which the fundamental structure of matter was discovered.
Finding your narrative
Who is the main character in your story?

(*identify your protagonist*)
You can always expand the story later...
What is the character’s motivation?

(dig for insights)
India’s middle class awakes

Pavan K Varma | Nov 23, 2013, 01.13AM IST

100,000 a month, the middle class starts to look very substantial. Estimates reveal that as per this criterion the size of the middle class in 1996 was a paltry 25 million. Today, it is in excess of 160 million. And, by 2015, its numbers are expected to go up to 267 million.

Zimplistic, Intel-Berkeley Technology Entrepreneur Challenge, 2009 finalist
What is the main conflict in the story?
(define the problem)
Define the problem... and your key datapoint(s)

Zimplistic

*pain*

Roti (chapati or phulka) is the staple diet of 800 million Indians who eat 2.4 billion rotis every day.

Roti making is such a skillful, tedious and time consuming task that people are resorting to unhealthy means such as frozen rotis, bread, or they are eating more rice.

There is NO COMPLETELY AUTOMATIC KITCHEN APPLIANCE like a Rice cooker to make rotis with just a click of a button in the market today!
So you can solve it

Zimplistic

painless
t
c

Revolutionary kitchen appliance
Compact as a mini microwave oven
Enables anyone to make rotis!

'Rotimatic prints readymade cooked rotis, literally!'
What does the character aspire to?

*(Identify the value proposition)*
About Twitter

Why do so many people seem to like Twitter?

Simplicity has played an important role in Twitter’s success. People are eager to connect with other people and Twitter makes that simple. Twitter asks one question, “What are you doing?” Answers must be under 140 characters in length and can be sent via mobile texting, instant message, or the web.

Twitter’s core technology is a device agnostic message routing system with rudimentary social networking features. By accepting messages from sms, web, mobile web, instant message, or from third party API projects, Twitter makes it easy for folks to stay connected.

A global community of friends and strangers answering one simple question: **What are you doing?** Answer on your phone, IM, or right here on the web!
Boil down the value proposition

EVERNOTE
Remember Everything

DATABRICKS
Focus on Finding Answers
What’s the plot?

(how do they get there... what’s the solution?)
Process innovation: Before and After data
Story Boarding
Storyboard framework

Customer:

Insight:

Problem Definition:

Value Proposition:

How it works:

Context and Tone:
Storyboard framework

Customer: Data Scientist

Insight:
- High expectations
- Clunky tools,
- Reliant on others

Problem Definition: How can I navigate big data myself to discover valuable insights for my biz?

Value Proposition: DB lets me easily navigate big data so I can focus on finding answers I need.

How it works:
- Built on Spark
- In the cloud
- Management tools

Context and Tone:
- Accessible
- Independent
- Powerful
Google Wave: in search of a story
Google Wave story starts with a capability

Customer:

Insight:

Problem Definition:

Value Proposition:

How it works:
A hosted conversation that anyone can contribute to in real time.

Context and Tone:
The missing step...didn’t look for the narrative in the data

Customer:  

Insight:  

Problem Definition:  

Value Proposition:  

How it works:
A hosted conversation that anyone can contribute to in real time.  

Context and Tone:  

?
How do we build a narrative?

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The cyclotron was invented at Berkeley, launching a research era in which the fundamental structure of matter was discovered.
Storyboard framework

Customer:

Insight:

Problem Definition:

Value Proposition:

How it works:

Context and Tone:
How to *tell* a great story
The enemy of a good idea - **NOISE**

- Pre-Conceived Notions
- Everyone else’s idea
- Agendas
- Distractions
- Risk Aversion
Attention and Transformation

Work those hormones!!!

Think Cortisol and…

Oxytocin

Paul J. Zak, Ph.D., is the author of *The Moral Molecule: How Trust Works*, and Director of the Center for Neuroeconomics Studies at Claremont Graduate University.
The Masters of Storytelling
Be brief: distill down to the essence of your story

“I would have written you a short letter, but I didn’t have the time.”

Pascal (or Twain)
The art of story telling
<table>
<thead>
<tr>
<th>Simplicity</th>
<th>Concreteness</th>
<th>Emotions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unexpectedness</td>
<td>Credibility</td>
<td>Stories</td>
</tr>
</tbody>
</table>
Jobsian storytelling

- A headline
- A simple slide
- A villain
- A demo
- A holy smokes moment
Storytelling tips
Romance the problem

Turn a single data-point into a big deal
Bring the customer in the room... get personal

Don't divorce, Wevorce.

Ending a marriage doesn't have to be war. It doesn't have to cost months of courtroom drama. Or destroy relationships with your kids.

There is another way. A better way. THE WEVORCE WAY »
Give your idea a memorable name
Good ideas need a good handle
Create an analogue

Dropbox: like a magic pocket
A picture of the problem is worth a thousand words.
One key visual can tell the story
Put on a “show”

- Set the stage
- Rehearse
- Read your audience
- Prep for naysayers
- Share your passion!
When you have a great story... anyone can tell it.

davidariemer@yahoo.com
"It is scandalous," said Harry Edwards, a professor emeritus of sociology at Cal. The African American activist and scholar is a longtime critic of the athletic status quo. "It's an outrage, especially as this situation has been a topic of debate for at least 30 years." Photo: Susanna Frohman, CHRONICLE
**Example: Diversity at Cal**

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Latino</td>
<td>39.0%</td>
</tr>
<tr>
<td>White</td>
<td>39.0%</td>
</tr>
<tr>
<td>Asian</td>
<td>13.0%</td>
</tr>
<tr>
<td>Black</td>
<td>6.0%</td>
</tr>
<tr>
<td>Pac. Islander</td>
<td>&lt;1.0%</td>
</tr>
<tr>
<td>Native American</td>
<td>&lt;1.0%</td>
</tr>
<tr>
<td>multi-race</td>
<td>3.0%</td>
</tr>
<tr>
<td>Not stated</td>
<td></td>
</tr>
<tr>
<td>International</td>
<td></td>
</tr>
</tbody>
</table>
Rainforest alliance romances the problem
Be passionate, use humor, be real
Surbhi Sarna
CEO and Founder of nVision Medical
UC Berkeley Alum
Draper University Alum & Change

Sarna's firm is building two devices, one for gynecologists to detect, in office, the leading cause of infertility, and the other to detect ovarian cancer at an earlier stage. Her passion grew out of an ovarian cancer scare she had at age 13, but before meeting Draper she never mentioned her health history in pitch meetings, thinking she should be "all business."

"Draper U and Tim specifically" encouraged her to share her personal story with potential investors. "He said they need to know why, even when the ship is sinking, you will stay on it. It has completely changed the way I pitch. Now I start with the story," she says.
Co-founders Jennifer Hyman (Jenn) and Jennifer Fleiss (Jenny) met as sectionmates at Harvard Business School, where over frequent girls nights, they became fast friends. During a trip home to New York City, Jenn watched her sister Becky struggle with a ‘closet full of clothes but nothing to wear’ moment. Becky had an upcoming wedding and wanted something gorgeous—Hervé Léger maybe, or Proenza—but her modest salary meant that everything high-end was out of reach. What if, Jenn thought, the Beckys of this world could have access to their dream closet—a new dress for every occasion? And what if designers were able to get their pieces into the hands of young, fashionable women and build an addiction for designer fashion?