

A woman with long, wavy brown hair is seen from behind, looking out over a city skyline. The image is a composite where the woman's hair and back are overlaid onto a cityscape. The skyline includes several skyscrapers, with the most prominent one on the left having a tall antenna on top. The background is a soft, hazy cityscape with a warm, golden light, suggesting a sunrise or sunset. The overall mood is contemplative and forward-looking.

bigSTORY

Organizational Storytelling Evolved



bigSTORY

Your organization has infinite story possibilities. Do your stories turn those possibilities into realities for your employees, partners and customers?

Organizational storytelling is an emerging science that accounts for how the stories of an organization and those of its employees and customers connect, influence behaviors and shape the future. It uncovers stories that no one is telling or would hear, otherwise.

Companies and teams who put their work in the context of a co-created story share a sense of purpose, can self-organize, make aligned decisions, and solve problems faster, because they solve them collaboratively. They have a sense of tempo, know when to be patient, and when to cut to the chase. Job satisfaction is high, because everyone loves a good story. Especially when they have a voice in it.

Every object and occurrence in our known worlds have language to describe them. Every word has meaning. Your challenge, and also your opportunity, is that most of those words don't originate with you or your organization. They come from the voices of your customers and other stakeholders.

bigSTORY offers a way of connecting you at network scale with those voices and the stories they tell in order to help you shape and achieve your vision of the future.



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The idea behind it is the way stories (formations of meaning) are evolving in real time, rapidly, across large swaths of people with implications for markets and customers as well as organizations and employees. What they have done is develop a process for harnessing this ‘quantum’ functioning of stories to make bets on the future.

**CAM DANIELSON
MESA RESEARCH GROUP**

WHAT IS A STORY?

There are libraries of ways to answer this question. We focus on the structure of stories. In this, we can say that a classic story structure is linear. It has a beginning, middle and end. It transpires within finite frames of data and time. Our work honors, but does not focus on this type of storytelling.

WHAT IS A bigSTORY?

A bigSTORY is to a classic linear story what a forest is to a tree. bigSTORIES have their own unique set of characteristics and properties. Our process does not account for the structure of any one story, but for behaviors of stories (and their tellers) in networks. It's like the difference between a process that splits atoms and one that splits wood. Very different. Take a look...



For *A Bug's Life*, Pixar got crazy about bugs, talked to experts, took field trips, became amateur entomologists. For *Finding Nemo*, it dove into a universe of fish and oceanography. And there, they found their story.

As good as the artwork is in the Disney animation archives, it is nowhere near as rich a resource as what a storyteller can find out in the real world.

The reason we're sharing this story with you is because it is a good illustration of how a storytelling process can change business outcomes. When you include more voices, you expand the possibilities for the stories your organization tells. Call it 'The Pixar Effect.'

PIXAR | DISNEY

The 15 years between 1995 and 2010 were rough going for the Walt Disney Company's animation factory. While Pixar Animation, founded by Steve Jobs and a renegade Disney animator, John Lasseter, was breaking the bank with *Toy Story*, *Monsters Inc.*, *A Bug's Life*, *Cars*, *Finding Nemo*, *Wall-E* and *The Incredibles*, Disney's artists, meandering between a pencil-drawn history and a computer-generated future, floundered with films like *The Hunchback of Notre Dame*, *Pooh's Heffalump Movie*, *Treasure Planet*, *Chicken Little*, *The Emperor's New Groove* and *The Frog Princess*.

Then, with *Tangled*, in 2010, Disney's fortunes took a sudden turn. *Tangled* was a huge hit. Disney, followed it with big successes in *Wreck-It Ralph*, *Big*

As good as the artwork is in the Disney Animation Archives, it is nowhere near as rich a story world as what a storyteller can find out in the real world.

Hero 6 and *Frozen*.

What changed? In 2010, Pixar's John Lasseter and Ed Catmull took over at Disney Animation and instilled a new way of sourcing stories.

The Disney artists had gotten into the habit of going to the studio's animation archives as their primary research for a new film. Pixar, maybe because it didn't have nearly as much history to draw on, looked to the world for its stories.

WHAT WE DO



EXECUTIVE STORYTELLING WORKSHOP

YOUR STORY ORGANIZATION

...

What's your organization's story?

How do you express it? Does it make work meaningful? Do you co-create it with your co-workers and customers? Does it touch the world?

Your data is big, why not your story?

Every organization is swimming in data. Structured. Raw. Internal. External. Inputs. Outputs. It's a regular data tsunami out there. Is your story big enough to help you make sense of all those numbers?

Do You Move Your Audiences?

Stories move us emotionally. When we are moved emotionally, we go from being observers to being fans. Fans validate, re-tell, and add to your company's story. They are your best salespeople. They improve your odds, even while you're sleeping. In a hammock on a perfect Sunday afternoon.



OPTIMIZE YOUR STORY



STORYTELLING WORKSHOP

In customized one- and two-day workshops, our story facilitators guide you in techniques and activities that promote better listening and collaboration, generate new ideas, and help bring your organization's stories into focus.



STORYTELLING STRATEGY

We conduct staff interviews and provide expert reviews of your organization's story strategies and tactics. The engagement culminates in a strategy document that details a unified brand storytelling program for your organization.



STORYTELLING METRICS

We analyze your storytelling performance in terms of data. Our story analysis consists of ten metrics that are vital to producing good and timely business outcomes.

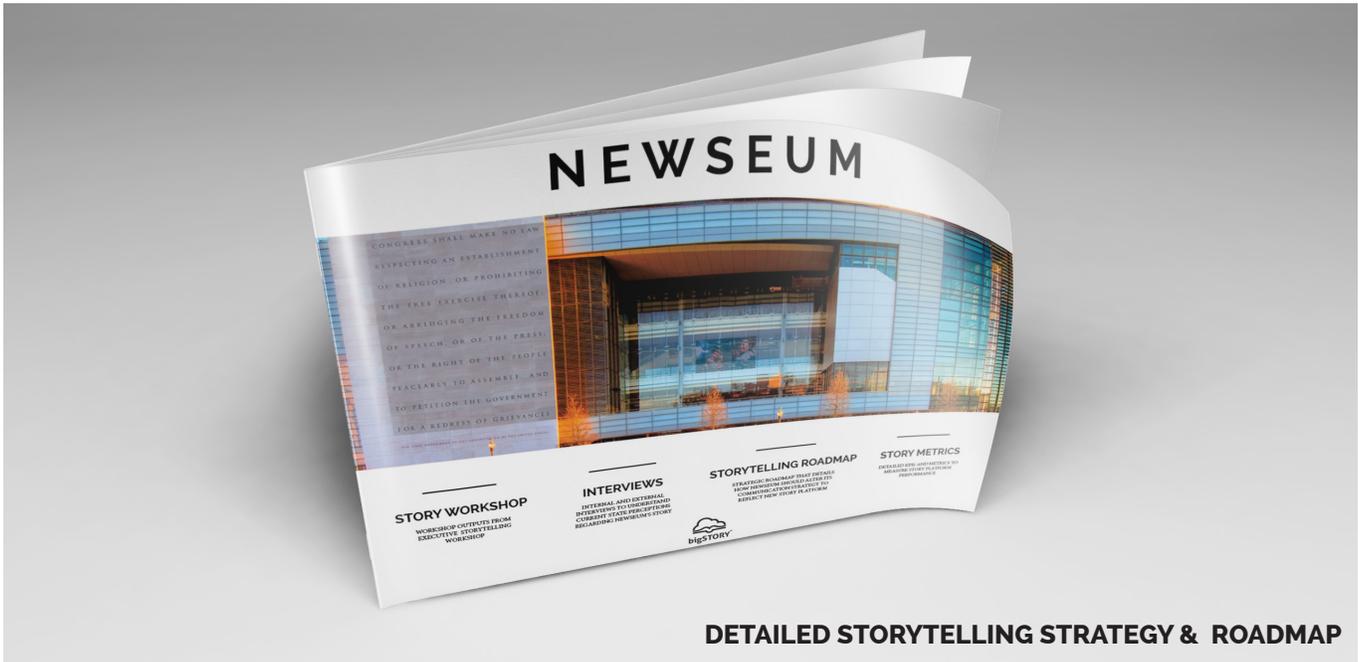
ERGO: THE ORGANIZATIONAL STORYTELLING JOURNAL

bigSTORY publishes a quarterly journal, ERGO, that offers insights, case studies and analyses related to organizational storytelling. And lots of good visual storytelling.

bigSTORY CONFERENCE

bigSTORY produces periodic gatherings of academics and practitioners from around the world whose work is focused on organizational storytelling.

AND GENERATE POSITIVE BUSINESS OUTCOMES



DETAILED STORYTELLING STRATEGY & ROADMAP

WAYS TO WORK TOGETHER

The heart of bigSTORY's Organizational Storytelling process is a collaborative step by step program that will ensure your narrative is delivered across the most powerful platforms - online and offline - suitable for your audience at all touch points.

1. STORYTELLING BASELINE
Extensive Primary and Secondary Research and a Complete Content Audit // This will help prepare our Story Facilitators, establish key insights for a strategy, and set a benchmark against which to measure performance.

We conduct staff interviews and provide expert reviews of your current story strategies and tactics. Using our own ten story metrics as well as any you provide, we analyze your organization's storytelling capabilities.

2. STORYTELLING WORKSHOP
Brand, Audience & Category Immersion // bigSTORY will direct a collaborative workshop that engages participants through creative exercises, powerful questions and narrative techniques - all of which force us to think more imaginatively, pictorially and intuitively about brands and what they represent.. The use of storytelling techniques, metaphors and archetypes allows us to build a Storytelling Strategy that is based on a rich understanding of the brand truth.

3. STORYTELLING STRATEGY
Strategic Development // This step focuses on authoring The Organization's Storytelling Strategy. We will provide an overarching narrative approach that informs all creative briefs and channel planning. Major sections of the strategy deliverable will

include: Discovery Insights, Customer Archetypes, The Story of The Organization, Editorial Voice Ongoing Content and Conversations, Organization, and FY16 Goals.

4. STORYTELLING METRICS
Measure & Report // Once the preceding step is complete, bigSTORY will provide ongoing KPIs to understand and continue to improve effectiveness against performance criteria.

5. STORYTELLING REFINEMENT
Optimize // bigSTORY will provide periodic follow-up consultation to assist the ongoing refinement of strategy, content and programs.

THE PAYOFFS

...

FOR EMPLOYEES & ORGANIZATIONS

Organizational Sensemaking

Work/Life Unity

Legacy/Vision Unity

Equity In Organizational Narrative

Knowledge Sharing And Learning

Diversity Rewarded

FOR ORGANIZATIONS & CUSTOMERS

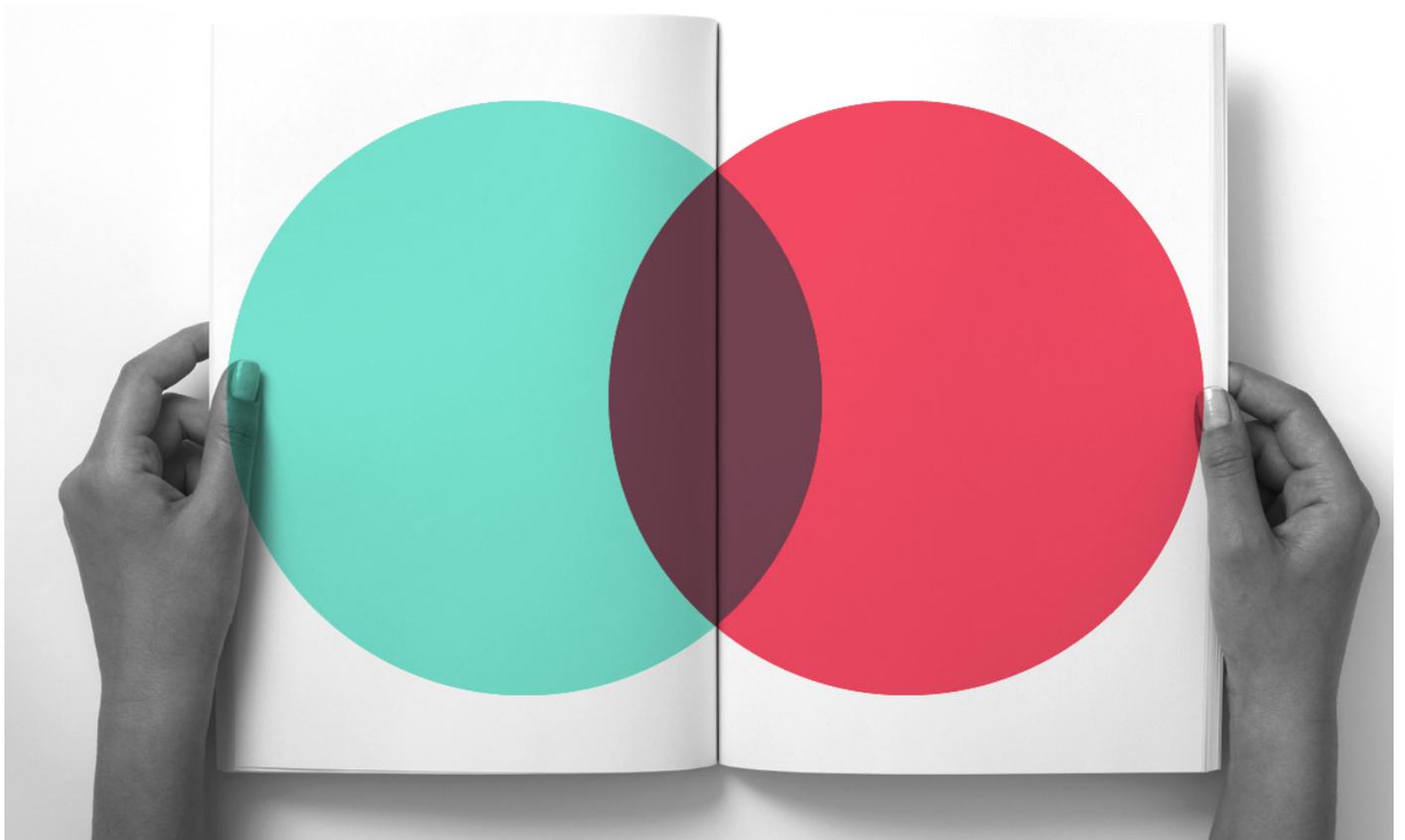
Individual Cognition

Social And Solutions-Oriented Conversations

Valuable Myths And Archetypes

Performance That Touch Hearts

A Sense Of Community



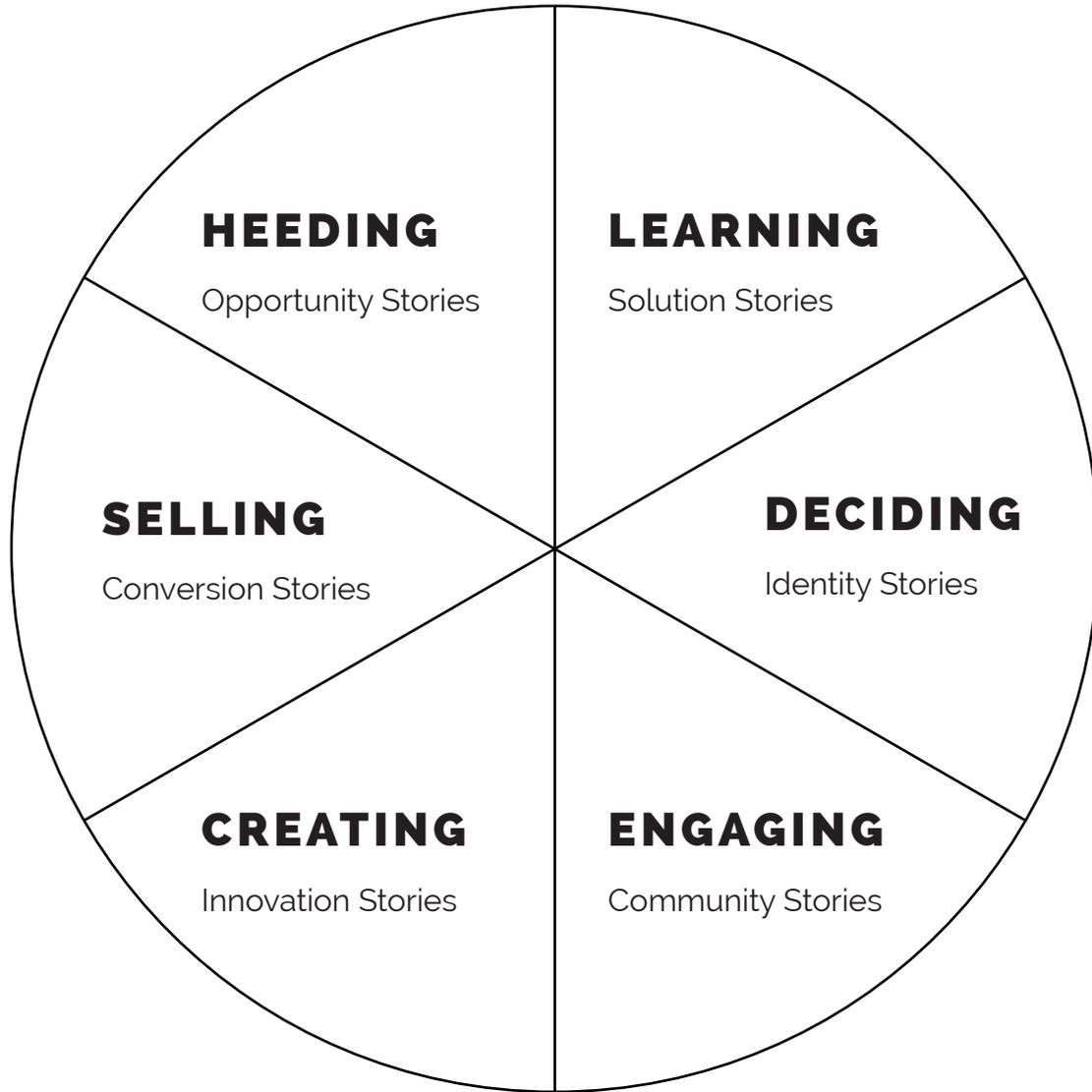
THE bigSTORY MODEL

OUR EXPERTISE IS ORGANIZATIONAL STORYTELLING. OUR STORY MODEL
CONNECTS AN ORGANIZATION'S HISTORY, VISION AND CURRENT PRACTICES.
IT CONVERTS AUDIENCES INTO CUSTOMERS, AND CUSTOMERS INTO FANS.
WE DO IT BY DESIGNING AND CONTINUOUSLY TESTING RELATIONSHIPS
BETWEEN GAME STRUCTURES (WHICH WE CALL 'STORY ENGINES') AND THE
STORIES (I.E. BUSINESS OUTCOMES) THEY GENERATE.

The ERGO™ Story Engine

...

bigSTORY uses a proprietary game structure called ERGO* as the mechanism for generating and testing stories. We call this mechanism our 'story engine.'



Calls for six types of behaviors that we call Storytelling Practices.

Each Practice generates a different type of story.

*Environment | Roles | Guidelines | Objectives

We use the "game structure" of ERGO™ (Environment, Roles, Guidelines and Objectives) to focus on business objectives, and harvest business outcomes.

OUR PORTFOLIO

Clients and Projects



PROJECT NAME

UNITED AIRLINES // HEEDING STORIES

We designed three ERGOs for the Media division of United Airlines to help them realize more selling opportunities. One of these strategies we called the "Internal Roadshow." Its outcomes: the UA Media went from seeing 25% of its proposed projects approved internally (requiring sign-offs by as many as seven company divisions) to 88% of proposed projects approved within a year, a 350% increase in selling opportunities. That story strategy plus the other two resulted in yearly revenue growth of 18% and the division's largest single sale in its history, for \$10mm, based on an idea that came from the Hospitality division of UA.

Your organization's story is the story of its people. And stories of people are always about how we relate to one another, and respond to our environment.



PROJECT NAME

WHEELOCK COLLEGE // CONVERSION STORIES

bigSTORY helped Wheelock College execute its first advertising campaign centered around its new theme "Tough Enough."

587% ROI

For every \$1 invested in marketing Wheelock generated \$6 in tuition revenue.

"Tough Enough" Creative Performed 7.5X Greater Than Education Sector | GOOGLE DOUBLECLICK



In 2014, four soccer fans from Germany, the UK, and Brazil transported a soccer ball from Battersea Park in London, through 21 countries to the World Cup in Brazil. Working with the Spirit of Football team, we created ERGOs for Opel, The Special Olympics and Barcelona FC to participate in the story of The Ball's journey.

PROJECT NAME

SPRIT OF FOOTBALL // IDENTITY STORIES



PROJECT NAME

GIANT EAGLE // SOLUTION STORIES

bigSTORY served as the custodian of Giant Eagle's organizational storytelling initiatives from 20012-2013. We established specific story strategies for each of its lines of business and specific strategic product lines.

In addition, bigSTORY held an internal executive storytelling workshop that provided the organization's marketing and IT departments the tools, processes and vocabulary to engage with each other effectively while executing the company's content marketing strategy.



PROJECT NAME

SKYPE // INNOVATION STORIES

We trained agile developers working on the integration of Skype into Windows Mobile. By combining bigSTORY and test-driven development into a single methodology, we provided a way for teams to get to solutions faster while staying aligned with the project's overall business objectives.

Our Story

What "Hubbing" Means.



Using the strategy of "Hubbing" we can help play the role as the central hub that plays an active role in our customer's life moments and experiences.

Initial Cast of Heroes

- Content Junkies
- Golden Gurus
- Connected Families
- Established & Independent

EBG

- Maintainer
- Change Agent
- Early Adopter
- Strategist

THE CLASSIC HERO'S JOURNEY APPLIED TO STARHUB

Our story begins with the basic human desire for connection. Feeling connected to people around us through everyday interactions and to connect deeper to ourselves. But like all stories there are complications. Reliability of communication services, maintaining a healthy lifestyle by not letting an always on digital world consume you, knowing which movie to watch with your friends and so on. Then our Hero (our customers) finds a mentor – StarHub. The mentor equips the Hero to overcome these challenges.

Through generating stories around entertainment, technology, community, lifestyle and how to's StarHub will call on the Hero to take an adventure with them. At first, this call will be met with resistance. StarHub has to compete in a world where customers are inundated with information coming at them from all directions.

StarHub acknowledges our Hero's initial resistance by establishing listening tools, engagement protocols and community management best practices as the foundation of its content marketing platform. Layered on top of this foundation will be stories that will link "Hubbing" with all of the content it generates for the Hero. These stories will provoke conversations. StarHub will commit to act and react to those conversations 24 hours a day, 7 days a week, 365 days a year.

StarHub's engaging stories will help the Hero to cross the threshold to adopting its perspective. However, this is where the real adventure begins.

Our Hero will be faced with many competing options that will test their loyalty to StarHub. Large and well-funded enemies such as SingTel, MediaOne, Media Corp, and Singapore Press Holdings will be unrelenting in their competitive pricing, breadth of offered products and innovative distribution methods.

Responding to these outside threats, StarHub's stories must consistently provide a conversational and collaborative narratives that

- Engaging to our customers/prospective customers
- Professionally edited and produced
- Drive business value back to the StarHub brand

With StarHub, our Hero will be afforded relevant, personalized and engaging ideas and that help them live a better life and connects them to the communities where they live.

CBG Execution Idea



LIFELIGHT

Our mission is to serve as Singapore's hub of pop culture. We will publish new and exciting information about Hollywood's leading celebrities and give you a front row seat to the hottest movies and tv shows. We keep our finger on the pulse of the entertainment scene in Singapore, Asia, and the World so that you may be the first to know and be the most informed when it comes to celebrities, fashion and family entertainment.

RESPONSIVE WEB SITE



E-NEWSLETTER



ENTERTAINMENT



STYLE



FAMILY



MEDIA FITNESS



CONNECTED FAMILY



DEPARTMENTS

- TV
- Movies
- Music
- Chinese

TYPES OF STORIES

- News
- Features
- Quizzes
- Monthly Highlights
- User Generated Content

This section will have very similar content and is the most direct translation of Tabcorp's site. This section will highlight movies and tv shows airing on StarHub TV and craft stories around them. It will also weave music that is related to StarHub Music Anywhere.

Pull out OMs, graphics, slideshows, etc from past issues of Tabcorp. Then repurpose them for the web. This "vault" of content ensures the site

- Red Carpet
- Behind The Scenes
- Beauty
- Guy Style
- Critique of the fashion trends hitting the red carpet in Hollywood.
- Provide unique behind the scene interviews, videos, and photographs for major productions, partys and events.
- Hair & Makeup beauty tips from top female celebrities.
- Critiques of what leading male celebrities are wearing and the trends they are setting.

- Reviews
- Movies
- TV
- Games
- Apps/Web
- Reviews and curated collections/listings of family friendly movies and tv shows.
- Critique of the best family games for mobile/pc/ consoles.
- News on the hottest family friendly apps and websites.



STARHUB CASE STUDY

ENGAGING // COMMUNITY STORIES

bigSTORY helped Singapore's leading telco assess its performance and improve the relationship between communities of interest and organizational storytelling.



STRATEGY DELIVERABLE

One month onsite work with key marketing and communication executives, conducting interview, workshops, and primary/secondary research culminated in a published 112 page organizational storytelling strategy framework.

CHALLENGE

StarHub recognized that story is an integral component of their digital platform. Indeed, they understood that digital is a rapidly evolving and ever changing landscape. To that end, StarHub believes that everyone involved in the creation of story needs be guided by a thoughtful organizational storytelling strategy.



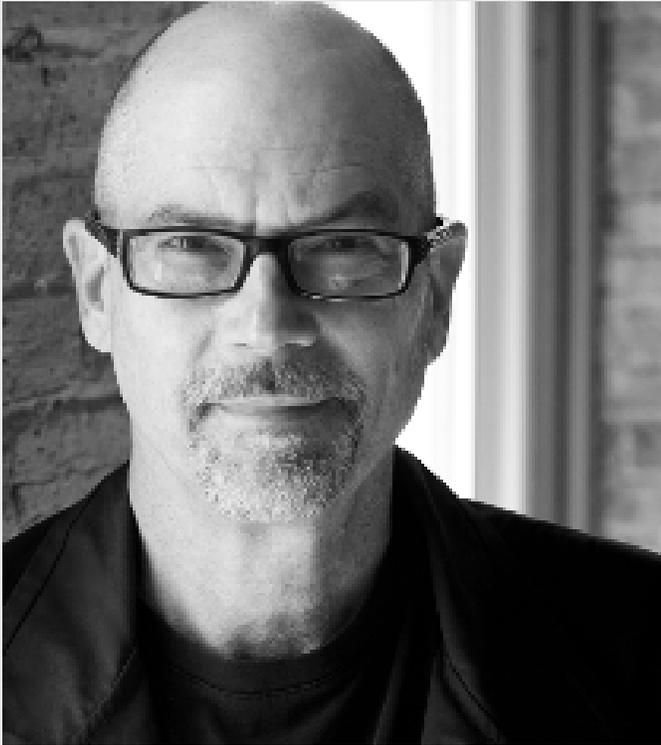
SOLUTION

bigSTORY helped StarHub create a unified brand storytelling program that connected StarHub's narrative and brand positioning with their key constituents; promoted and supported new and existing assets across the broad array of digital channels where their customer's consume story; and directed social engagement with the brand's audience while advising on measurement, metrics and proposed KPIs for measuring success.



OUTCOMES

- **WORKSHOPS:** BRAND, AUDIENCE & CATEGORY IMMERSION ORGANIZATIONAL PRACTICE.
- **STRATEGY** KEY CUSTOMER CONSTITUENTS INSIGHTS. CORE STORY THEME, CONTENT PLATFORM OPTIMIZATION, EDITORIAL VOICE, ETC.
- **METRICS:** SCORING OF CURRENT STORY TACTICS. STORY KPIs.



MIKE BONIFER

CO-FOUNDER & CHIEF CREATIVE OFFICER

Mike Bonifer is a co-founder and the Chief Creative Officer of bigSTORY, a company of strategists and practitioners who are the first in the world to utilize quantum storytelling, an emerging organizational science that accounts for how stories are created, live in networks, and influence behaviors.

Throughout his professional life, Mike has been in the forefront of emerging storytelling practices and technologies. As the publicist for *Tron*, the author of *The Art of Tron*, and the writer and producer of *Computers are People, Too*, he explained computer-generated imagery to the analog world. As a founding producer of The Disney Channel, he pioneered the Walt Disney Company's entrance into cable television with the legendary documentary series, *Disney Family Album*. As the producer of the award-winning website for *Toy Story*, he introduced movie fans to Pixar's

extraordinary storytelling. He co-founded Network LIVE, producer of some of the biggest online music events in history, including 2007's *Live Earth* concerts for the environment, for which he served as Chief Storyteller.

In 2007, he wrote and published *GameChangers - Improvisation for Business in the Networked World*, and, with Dr. Virginia Kuhn of USC's School of Cinematic Arts, co-founded GameChangers, a learning company that applied improvisation to business communication. His work with GameChangers dramatically improved the performances of units in companies such as Skype, Gap Inc. The Walt Disney Company, United Airlines Media, Gawker Media, NetApp and GE.

He has conducted university workshops in Public Health, Entrepreneurship, Engineering, Sociology and Cinema; collaborated with Alan Alda on a workshop for the Viterbi School of Engineering at USC; explained quantum storytelling to physicists at the Lawrence Livermore National Laboratory; coached Ron "The Garden Gangster" Finley on his famous TED Talk on urban gardening; and was the featured storyteller at the 2014 San Miguel International Storytelling Festival in San Miguel de Allende. In 2015, he conducted workshops in Central America for the Notre Dame Executive Education program.

Jeremi Karnell is a co-founder and the Chief Executive Officer for bigSTORY,

He has over 18 year's of experience in CEO, president, and CMO roles in companies ranging from early-stage businesses to the Fortune 500, and has expertise in marketing, professional services, and digital product innovation and development.

Jeremi is a serial entrepreneur and has founded 4 companies, including one which he scaled to more than \$100M in gross revenue and over 200 employees around the globe. He has significant business expertise in operating and scaling professional services firms and has helped run significant operations in the US, the UK, and Singapore.

In late 2013, Jeremi sold a start-up he co-founded, called OfferGraph, to PolyGraph Media in Austin, TX. OfferGraph was an early-stage multitenant SAAS platform that allows brands to identify, connect with, and monetize relationships with key influencers and their social networks. He helped acquire OfferGraph's core IP and team from Harvard University, which was beta testing with major social networks such as LinkedIn.

Earlier, he was a co-founder and President of One to One Interactive, where he played a major role in establishing the firm's position as an industry leader in online customer insight, customer activation, and



JEREMI KARNELL
CO-FOUNDER & CEO

cultivation solutions. Jeremi also managed One to One's US and international sales and marketing team, which generated over \$20M in net digital marketing revenue with a 40% CAGR from 2005–2012. Under his leadership, One to One was recognized as one of Fortune Magazine's Fastest-Growing Companies, BtoB Magazine's Agency of the Year, and one of AdAge's Top 100 Agencies in the United States.



bigSTORY™

<http://www.bigstory.biz>