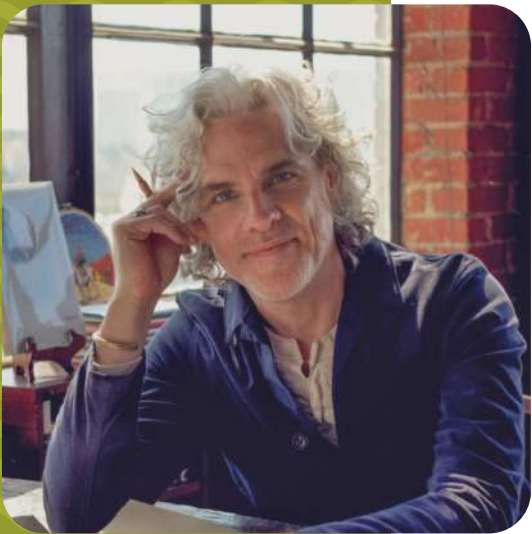




1



**Hi,
I'm Bobby Lehew**

Writer | Creator | Producer

I am a writer, content strategist, podcast host and storyteller.

I am the Chief Content Officer at [commonsku](https://commonsku.com). I speak, teach, and write on topics related to creativity, branding, content, and story.

2

Your Turn



purple slides
are interactive

workbook pages with
info and exercises

use the chat or
unmute to ask
questions

GET CURIOUS!

3

AGENDA

11:00 – 12:00: The Shape of a B2B Story and POV vs. Perspective

12:00 - 12:10: Break

12:10 -1:10: POV and Voicing Authentic Experiences

1:10- 1:20: Break

1:20 – 2:20: Capturing the Company Story

2:20 – 2:30: Break

2:30 – 3:30: Selling Your Story

4

Today You'll Learn About

The
**Shape of a B2B
Story**

POV versus
**Perspective/Situati
on Storytelling**

Voicing
**Authentic
Experiences**

Capturing
the story

Selling
the story

5

Icebreaker

Why was it so
memorable?

6

Storytelling is easy
Storymaking is
hard

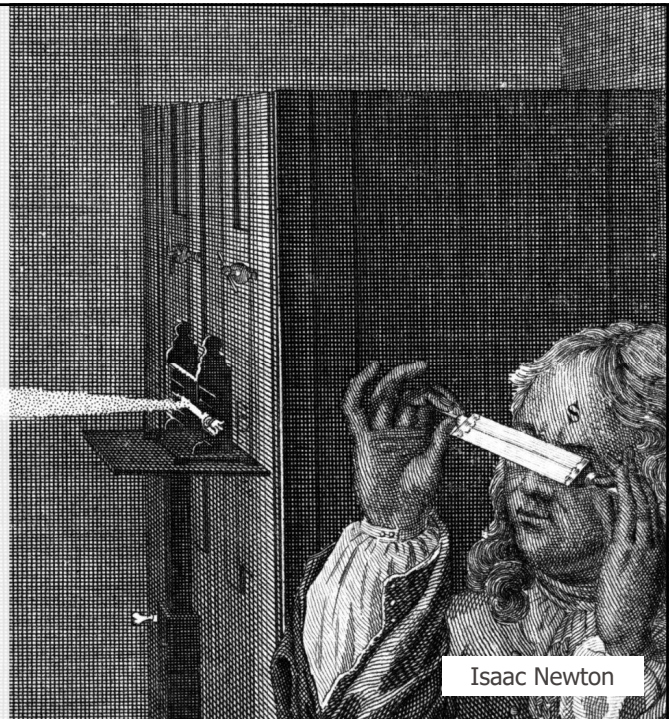
7

Is Creativity

Spontaneous?



Spontaneity isn't always achieved as a means but rather patient elaboration allows you to arrive at the most satisfying and apparently 'spontaneous' solution."



8



Having a story to tell differs from having the discipline to tell it, which differs yet further still from the discipline to tell it well.”

William Least Heat Moon



There are many things that are known so well, they're never seen.”

Richard Ford

Emotionally Numb: Expertise Dulls Consumer Experience

MATTHEW D. ROCKLAGE
DEREK D. RUCKER
LORAN F. NORDGREN



Expertise provides numerous benefits. Experts process information more efficiently, remember information better, and often make better decisions. Consumers pursue expertise to enhance their self and create experiences that make them feel something. Yet, might becoming an expert carry a cost for these very benefits? Across more than 750,000 consumers and 17 million observations, developing expertise in a hedonic domain predicts consumers becoming more emotionally numb—that is, having less intense emotion in response to their experiences. This numbness occurs across a range of domain—novice dichotomy, area, and time—and across diverse measures of emotion and expertise. It occurs in cross-sectional research (with certified experts) and in longitudinal real-world data that follows consumers over time and traces their emotional trajectories as they become experts. Furthermore, this numbness can be explained by the long-time emotional experts showing and acting with a domain. Expertise only increases negative affect when consumers to experience greater numbness. However, when experts avoid forming their cognitive structure, experts that experience of emotion. Thus, although consumers achieve greater expertise in domains that bring them pleasure, the present work is the first to show that this pursuit can come with a hidden cost.

Keywords: expertise, emotion, hedonic, consumer knowledge, language, attitude

Consumers crave expertise. Photography experts review the latest developments in equipment and how to best document the composition of a photograph.

Matthew D. Rocklage (mrocklage@psych.miami.edu) is an assistant professor of marketing at the University of Miami. He teaches 100-level Marketing Research, BA 50111 USA. Derek D. Rucker (drucker@psych.miami.edu) is the faculty of Miami College Professor of Experimental Social Psychology at Northwestern University, 2211 Campus Drive, Evanston, IL 60201 USA. Loran F. Nordgren (l.nordgren@psych.miami.edu) is a professor of management & organization at Northwestern University, 2211 Campus Drive, Evanston, IL 60201 USA. Please address correspondence to Matthew D. Rocklage. A supplementary appendix can be found in the web appendix accompanying the online version of this article.

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Assistant Editor: Carol Jackall
Advance Access publication March 11, 2017

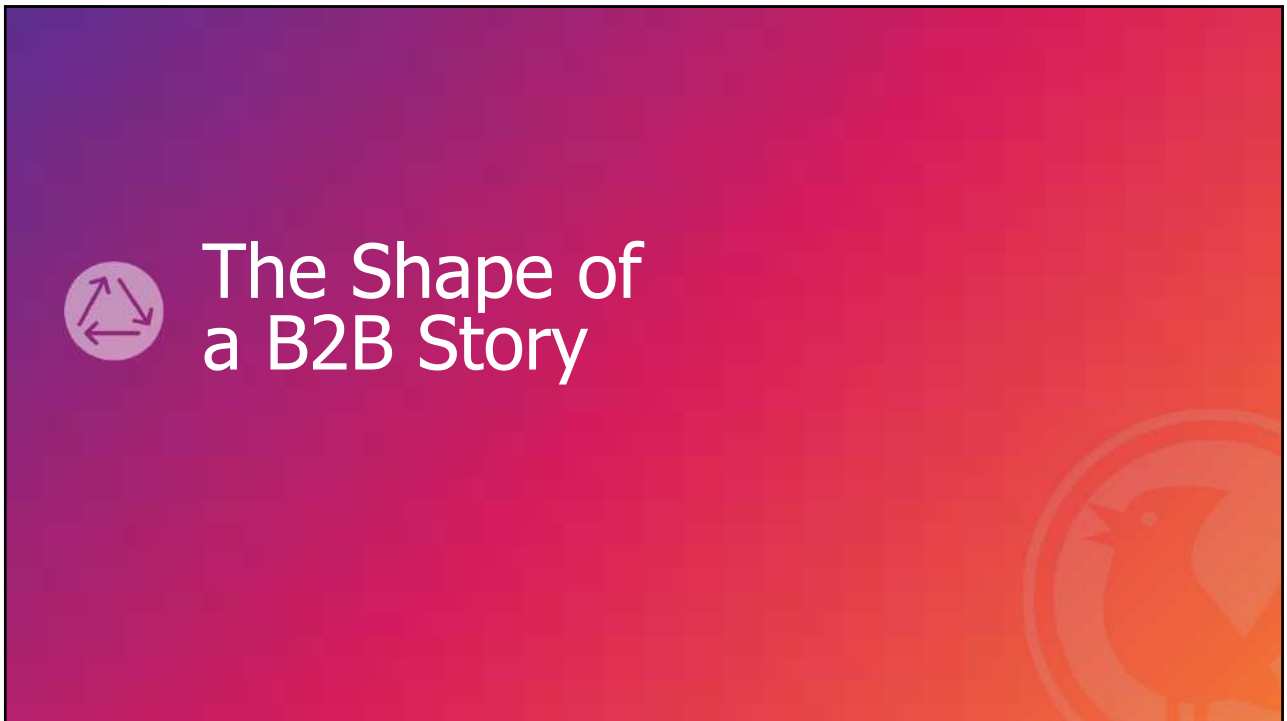
Cinephiles attend the latest film, read critics' reviews, and debate the films' merits raptly on-line. Elsewhere, consumers pay thousands of dollars to take wine, coffee, and music classes (Galer and John 2000; Vogt 2017). Consumers pursue knowledge for the things they love. This pursuit might be motivated, in part, by the idea that expertise further enriches the feelings and experiences that naturally arise in hedonic domains such as film, music, and wine (Adler and Williams 2013; Hirschman and Holbrook 1992). Yet, might this very knowledge also carry a hidden cost?

In this work, we propose that the acquisition of expertise can produce an ironic effect when it comes to the very feelings and emotions that consumers pursue. Specifically, in this article, we explore the idea that expertise can lead to an emotional numbness—that is, experience less intense emotion within hedonic domains. Take, for example, music buffs who learn everything they can about Stanley Kubrick films because they love and want to know exactly they can about them. We suggest that acquiring and

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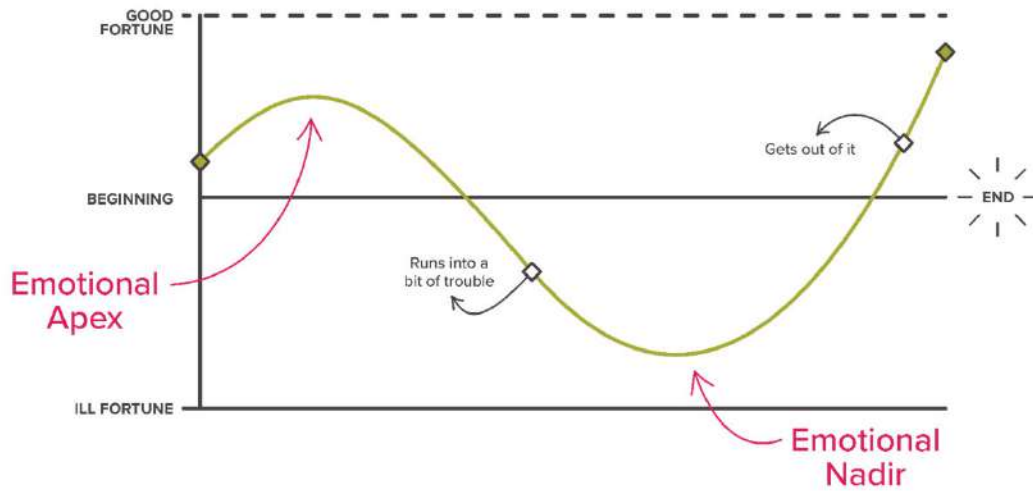


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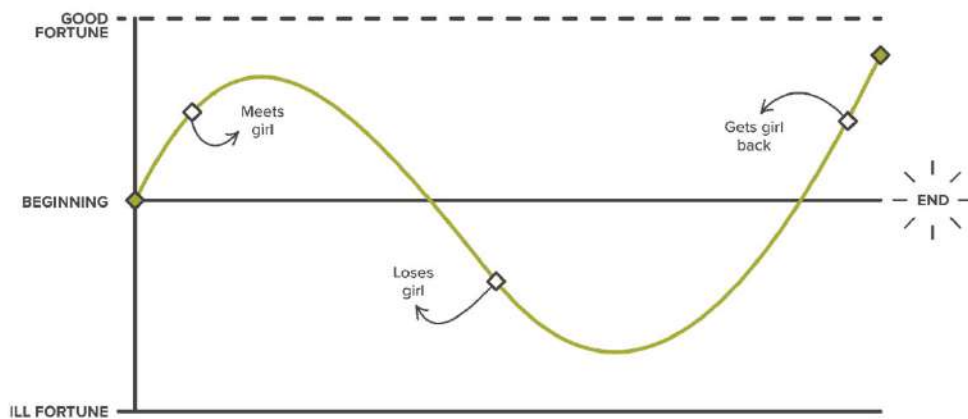
12

Kurt Vonnegut Data Visualization: Man in Hole



13

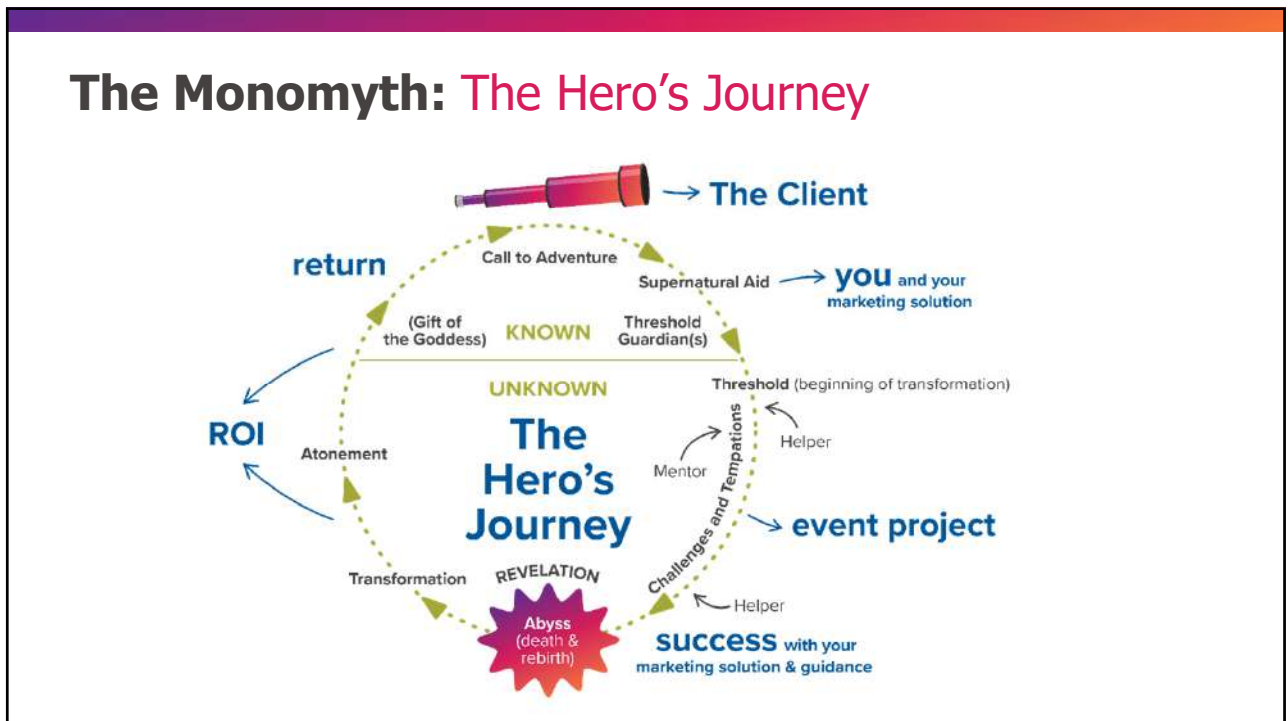
Kurt Vonnegut Data Visualization: Boy Gets Girl



14



15



16



17

Once upon a time there was _____.

Every day, _____.

One day _____.

Because of that, _____.

Because of that, _____.

Until finally _____.

P I X A R
A N I M A T I O N S T U D I O S

18



19



20

A Brand Storytelling Framework From Rudolph the Red-Nosed Reindeer

Once upon a time, there was _____ [YOUR PRODUCT].

It has the capacity to _____ [YOUR PRODUCT'S SUPERPOWER].

Some people doubt it because _____ [WHAT THE DOUBTERS CLAIM].

But one day, _____ [SOMETHING HAPPENS].

Which means _____ [YOUR WOULD-BE CUSTOMER NOW NEEDS THIS]

for _____ [WHOM DOES YOUR CUSTOMER SERVE?].

And that matters because _____ [HOW YOUR CUSTOMER IS THE HERO].

Success!

—Ann Handley

Your Turn!

What is your customer's crisis or obstacle?

23

Your Turn!

Once upon a time, there was _____ [YOUR PRODUCT]

It has the capacity to _____ [YOUR PRODUCT'S SUPERPOWER]

Some people doubt it because _____ [WHAT THE DOUBTERS CLAIM]

But one day, _____ [SOMETHING HAPPENS]

Which means _____ [YOUR WOULD-BE CUSTOMER NOW NEEDS THIS]

for _____ [WHOM DOES YOUR CUSTOMER SERVE?]

And that matters because _____ [HOW YOUR CUSTOMER IS THE HERO]

24

The Neff Company Customer Story

For millions of high school students, earning a varsity letter jacket is a crowning scholastic achievement they'll remember for a lifetime. But streamlining the time between earning that letter and actually receiving it comes down to logistics speed and agility. Something we know a little about.



UPS Trade Direct has been a strategic solution for us. It helps us provide the most consistent, dependable and cost-effective delivery option from plant to customer. We're now a one-stop shop in the Dominican Republic. And the day after product ships from there, it's on a brown truck headed to a customer in the U.S."

Jeff Loos, Director of Offshore Manufacturing, Neff

The Challenge

Raw materials from all over the world flowed into Neff's factory in the Dominican Republic. From there products were manufactured and customized, and time-sensitive orders from all over the U.S. were fulfilled daily. Given the criticality of these orders, Neff wondered if they could find ways to cut days and cost from their global supply chain, while still maintaining the customer satisfaction for which they were known.

The Solution

Neff knew UPS's domestic capabilities from working with them for more than 60 years. Now they needed global logistics expertise, too. First, UPS streamlined the raw-material supply chain, consolidating LCL shipments to twice-a-month departure via ocean freight. Then they introduced UPS Trade Direct Air shipping, providing the economy of a freight carrier and the expedited delivery of a package carrier. Daily packages are consolidated into one bulk shipment at the Dominican factory. They quickly clear customs as one air freight shipment (at freight rates) and fly to Miami. There, UPS deconsolidates shipments and labels each package for final delivery to schools. Packages are out for delivery by the next day. Visibility was also dramatically improved with UPS Flex® Global View software, a supply chain event management and visibility tool that enables Neff to keep track of everything from dock to door.

The Results

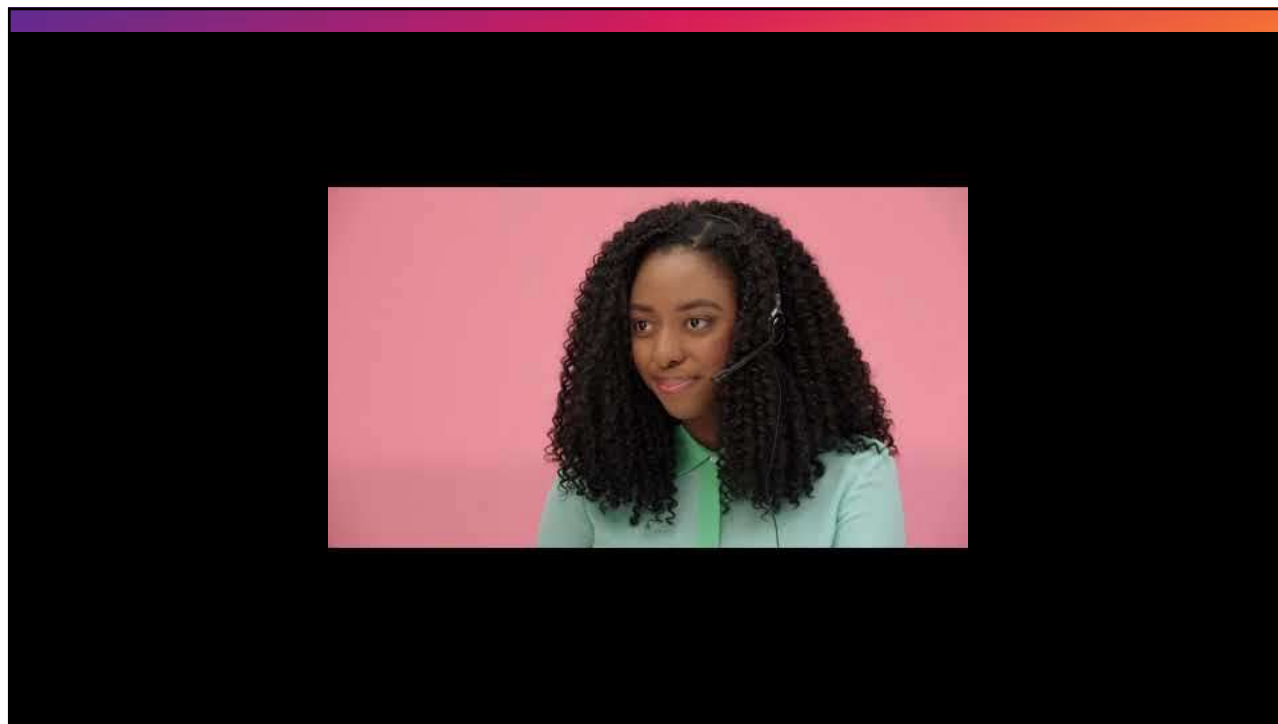
By compressing its entire order-to-delivery cycle, Neff earned a varsity letter in supply chain streamlining. Duplicate operations were eliminated, multiple handling steps removed and turn times made faster and cheaper. UPS Trade Direct enabled consistent, cost-effective delivery to customers, and allowed Neff to take single-unit online orders they couldn't before. With visibility improved, Neff could also keep customers in the loop, strengthening their competitive position and further enhancing customer service.

25



POV vs. Perspective

26



27



28

The Faces of a Billion

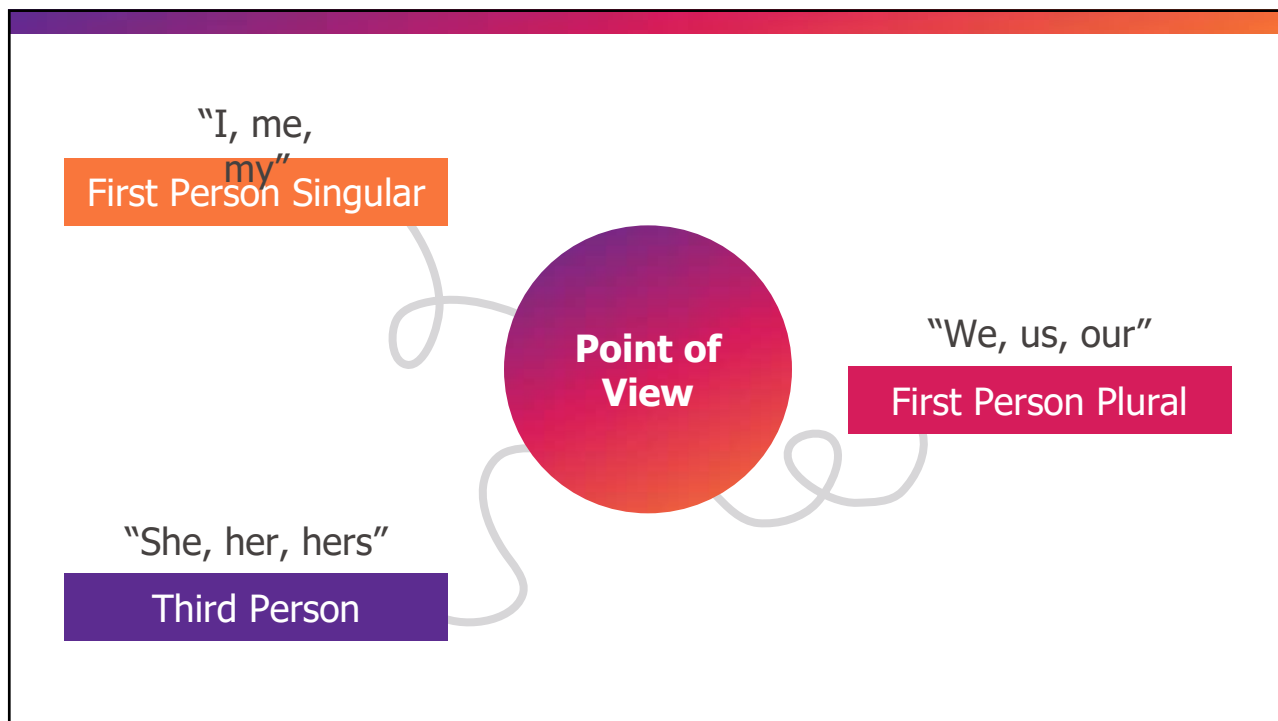
UPS marks a milestone in delivering hope around the world

What's new
 UPS has delivered more than one billion doses of the COVID-19 vaccine just one year after the first doses were delivered in December 2020.

Why it matters
 UPSers are continuing to deliver health and hope around the world, including to remote and underserved communities.

Watch this salute to those who've made this milestone possible.

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30

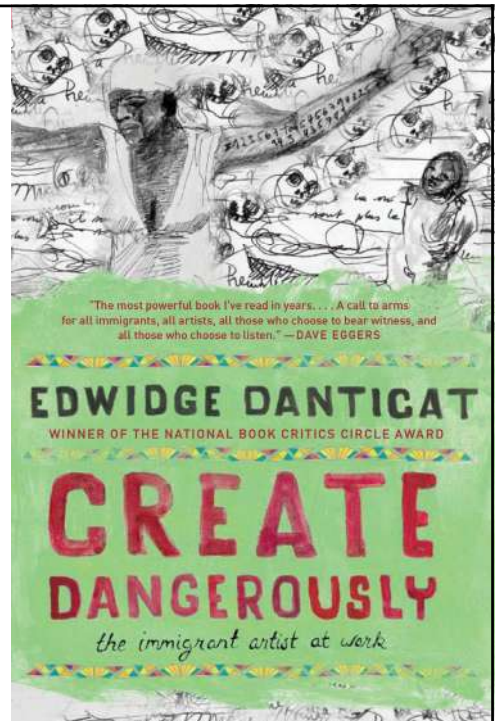
The Missing Element



...we often search for the everyman voice in our stories, the common collective, the aggregate, but the most powerful stories are told through a **unique and central character**, not a collective.

A story is a gift to the world as long as that story is told through an **individual perspective** respecting that particular voice.

Edwidge Danticat



31

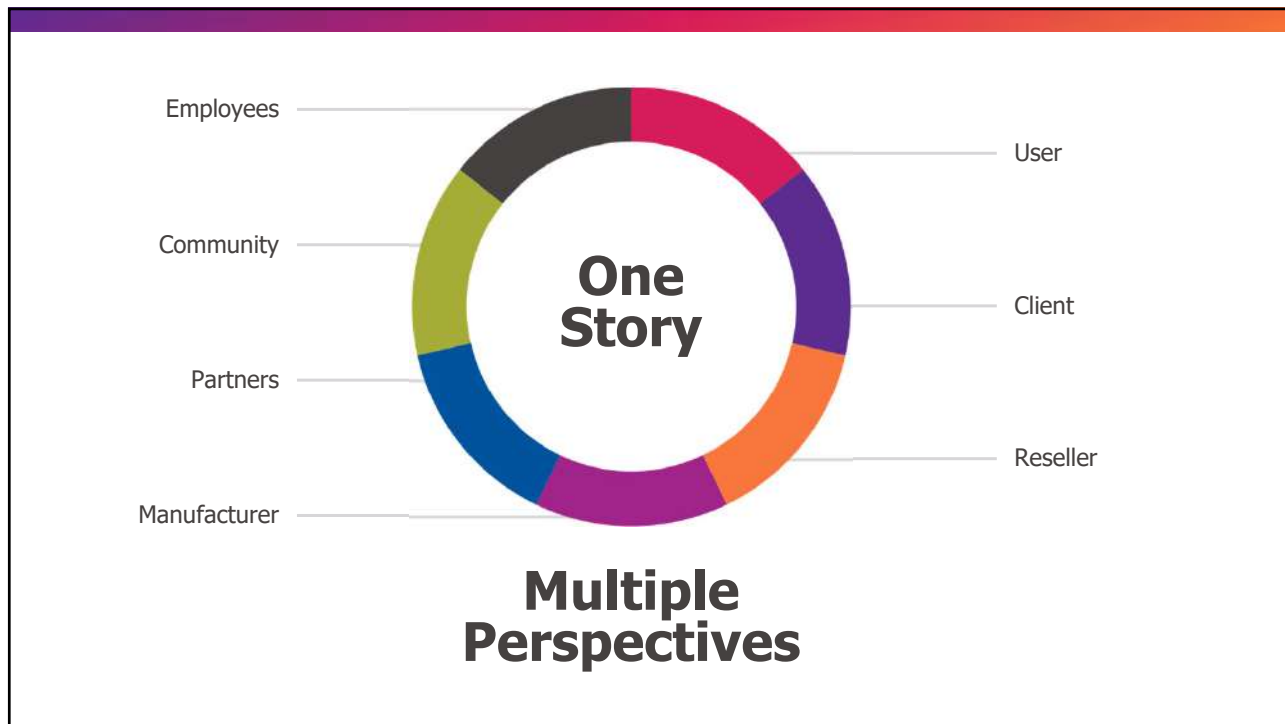


Point of View:
Who is speaking
(the narrator)



Perspective:
Their worldview (the
narrator's perception)

32



33

DIVERSITY, EQUITY & INCLUSION

The best advice you ever got

01-04-2023

Career insights from women on the UPS Board of Directors

The image shows a webpage layout for a diversity and inclusion article. At the top left is the UPS logo. Below it is the text 'DIVERSITY, EQUITY & INCLUSION'. The main title is 'The best advice you ever got'. Below the title is the date '01-04-2023' and a subtitle 'Career insights from women on the UPS Board of Directors' which is circled in yellow. At the bottom of the page are three portrait photos of women, likely the board members mentioned in the subtitle.

34

8,000




In displaying the psychology of our characters, minute particulars are essential. God save us from vague generalizations.

Chekov





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
THE BIG ISSUE

Paul Logan 
Vendor at The Big Issue
London, England, United Kingdom
100+ connections
[Connect](#)

THE BIG ISSUE

Lavinia Neda 
Vendor at The Big Issue
Cardiff, Wales, United Kingdom
100+ connections
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RAISING PROFILES
THE BIG ISSUE & LinkedIn 

RAISING PROFILES
THE BIG ISSUE & LinkedIn 

36



37

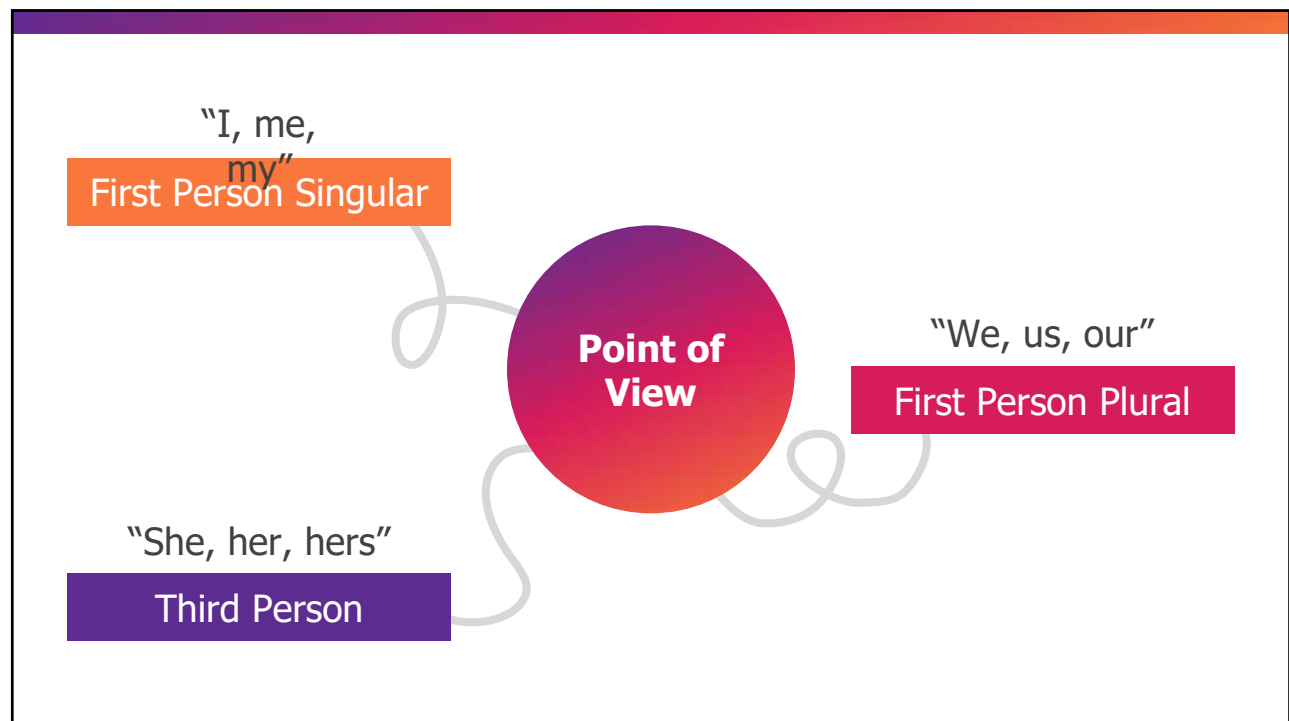
Your Turn!

Tell the story
from the other
person's
perspective

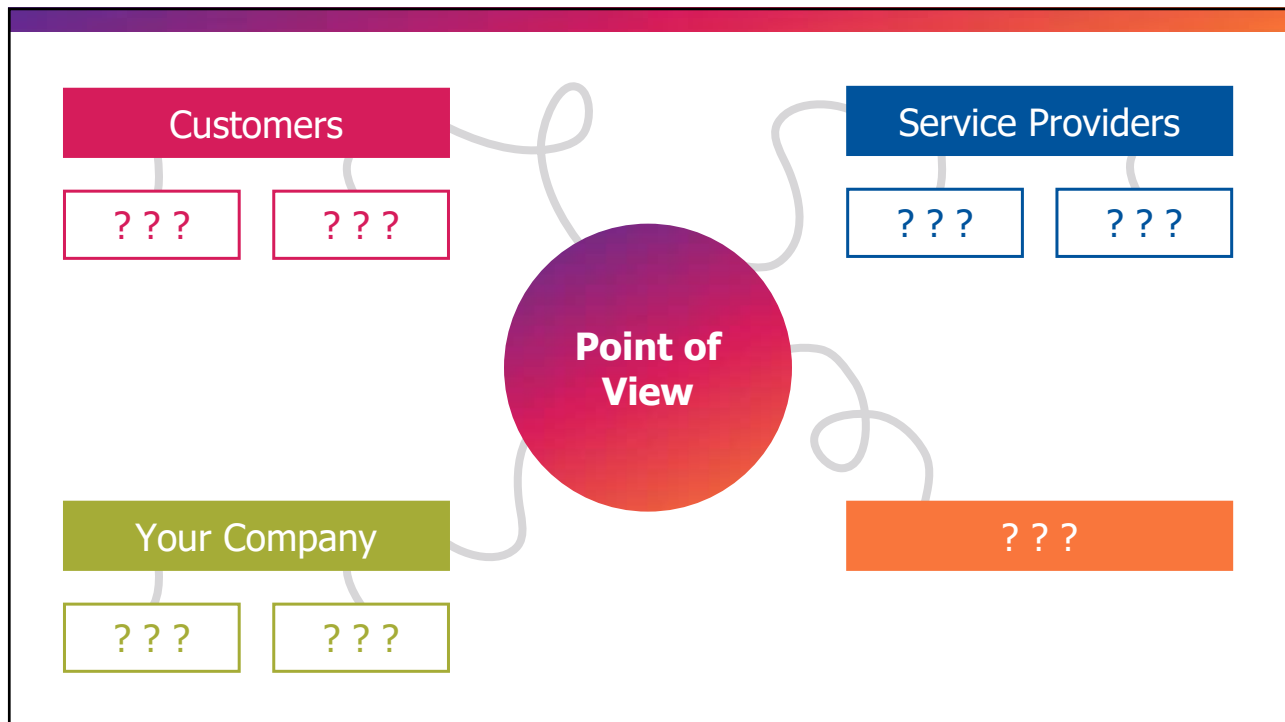
38

BREAK

39



40



41

Your Turn!

CREATE A POV MAP:

Who are your customers?

Who are your service providers?

Who needs you?

Who helps you?

42

Your Turn!

Whose voice
tells the most
compelling
story?

43



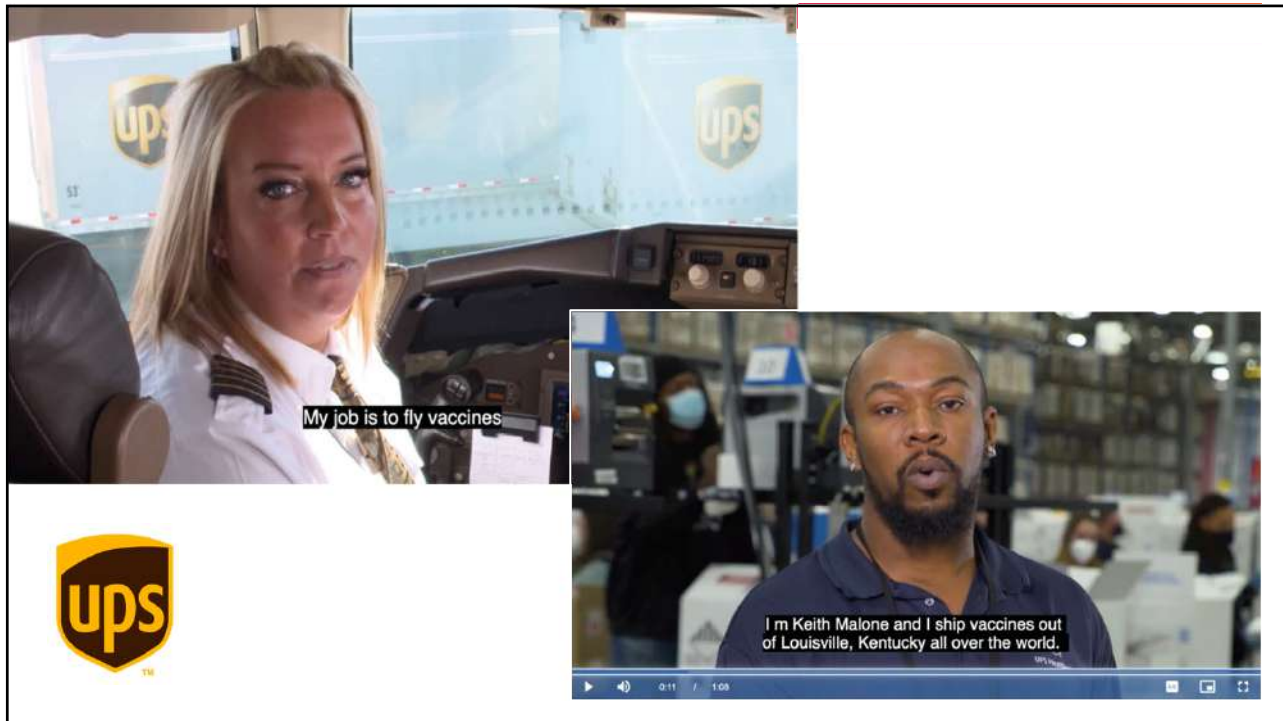
Where are our most authentic stories?

Whose voices haven't we yet heard and what do they think, need, imagine?

Fascinating stories often come from people who look, think, and act different from us.



44



45



46



47



48



Voicing the Authentic Experience

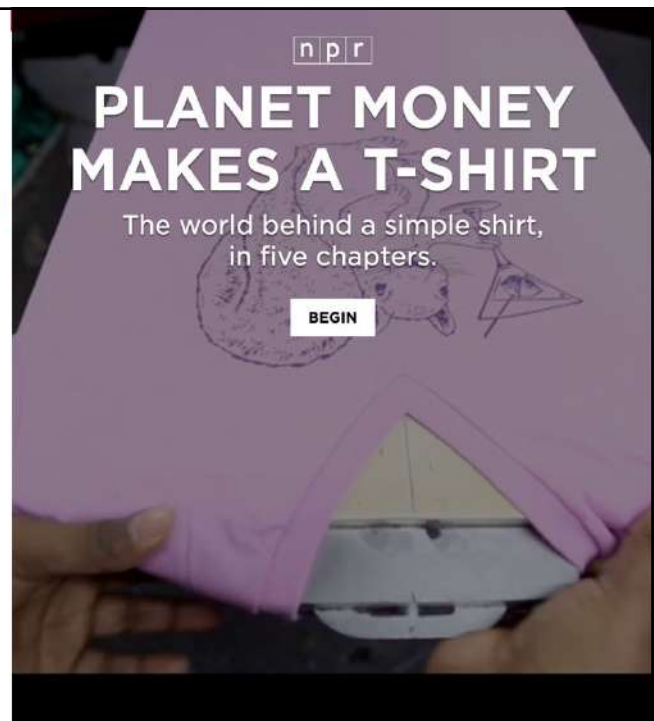
49

You have the **situation** and the **story**.

the **situation** = the facts

the **story** = the experience, emotion, insights, wisdom

V. Cornick



50

Primary Emotion	Secondary Emotion	Tertiary Emotion
Love	Affection, Lust, Longing	Adoration, Fondness, Liking, Attraction, Caring, Tenderness, Compassion, Sentimentality, Arousal, Desire, Lust, Passion, Infatuation, Longing
Joy	Cheerfulness, Zest, Contentment, Pride, Optimism, Enthrallment, Relief	Amusement, Bliss, Gaiety, Glee, Jolliness, Joviality, Joy, Delight, Enjoyment, Gladness, Happiness, Jubilation, Elation, Satisfaction, Ecstasy, Euphoria, Enthusiasm, Zeal, Excitement, Thrill, Exhilaration, Pleasure, Triumph, Eagerness, Hope, Rapture
Surprise	Surprise	Amazement, Astonishment
Anger	Irritation, Exasperation, Rage, Disgust, Envy, Torment	Aggravation, Irritation, Agitation, Annoyance, Grouchiness, Grumpiness, Frustration, Anger, Outrage, Fury, Wrath, Hostility, Ferocity, Bitterness, Hate, Loathing, Scorn, Spite, Vengefulness, Dislike, Resentment, Revulsion, Contempt, Jealousy
Sadness	Suffering, Disappointment, Shame, Neglect, Sympathy	Agony, Hurt, Anguish, Depression, Despair, Hopelessness, Gloom, Glumness, Unhappiness, Grief, Sorrow, Woe, Misery, Melancholy, Dismay, Displeasure, Guilt, Regret, Remorse, Alienation, Isolation, Loneliness, Rejection, Homesickness, Defeat, Dejection, Insecurity, Embarrassment, humiliation, Insult, Pity
Fear	Horror, Nervousness	Alarm, Shock, Fright, Terror, Panic, Hysteria, Mortification, Anxiety, Tenseness, Uneasiness, Apprehension, Worry, Distress, Dread

51

Your Turn

How can your company help get them there?

Who do your customers want to be?

How can you make them the hero's of their own journey?

52



POWER OF 10 GO TO MARKET PRINCIPLES

1

WE TELL STORIES
To connect product to athletes and authentic experiences for our consumers.

2

EDIT TO AMPLIFY
Just say no — less is more!

3

DISTORT HERO ITEMS
Tell the consumer what is important.

4

MAKE POWERFUL STATEMENTS
Create impact with color and print.

5

PLAN TO THE SPACE
Create destinations for our most important product.

6

CREATE CREDIBLE OUTFITS
Inspire and authenticate!

7

KEEP IT FRESH
Consistent flow of product gives them a reason to come back.

8

AMPLIFY AND ACCELERATE
Use Performance and Lifestyle assortments to energize performance position and amplify sport.

9

WIN AT THE MOMENT OF TRUTH
Deliver Consumer-Right Assortments — Right Product, Right Place, Right Time, Right Quantity.

10

TRANSFORM THE MARKETPLACE
Creates Distinction and Separation from all Competitors

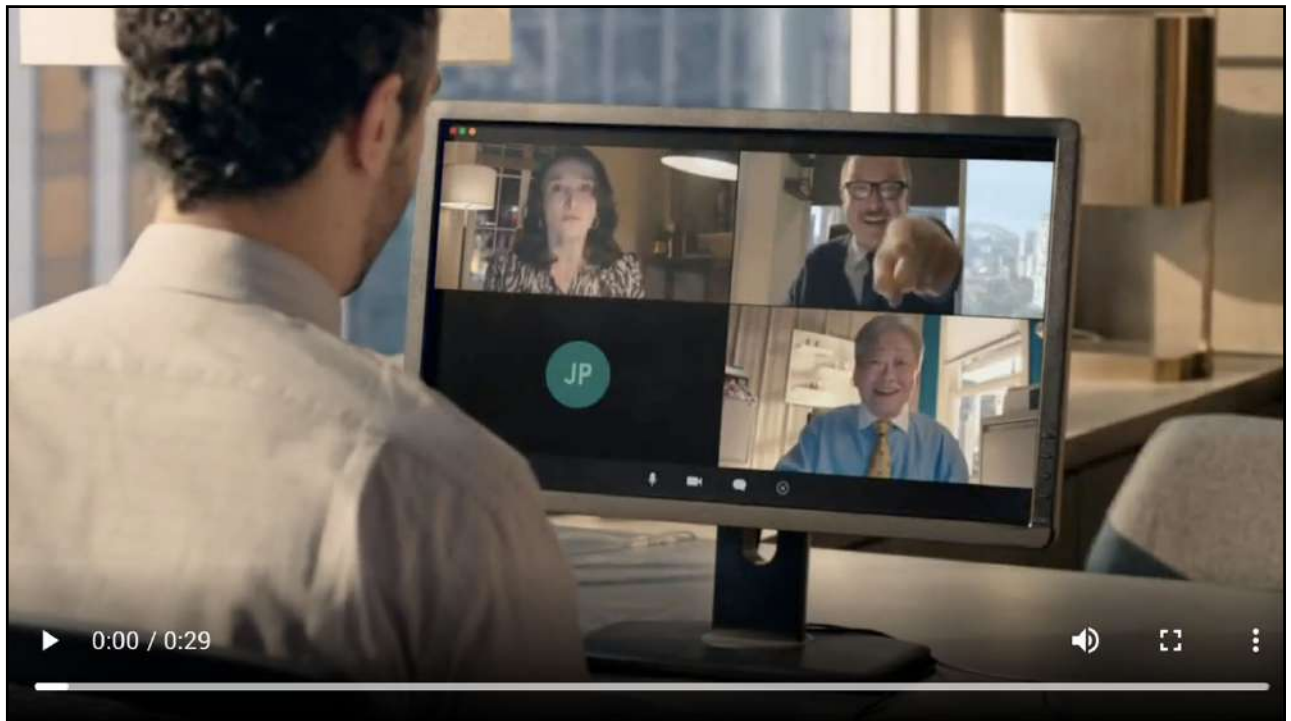
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54



55



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Your Turn!

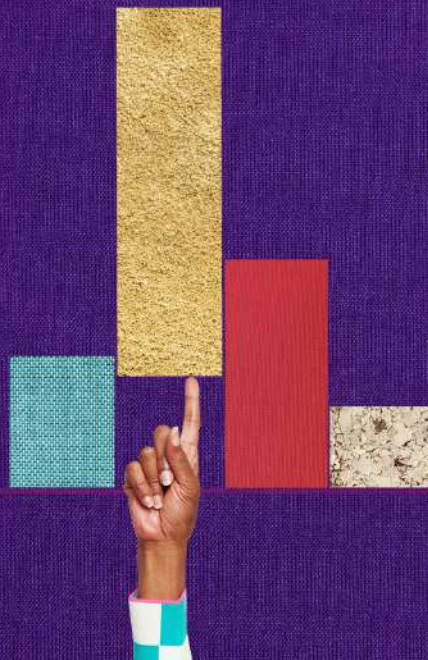
Where is
a story
living?

57

Setting

1. Market conditions
2. Competitor market
3. Current economic market/etc.
4. What's going on in/with the company?

How can you use the current setting to your advantage?



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Context (Setting)

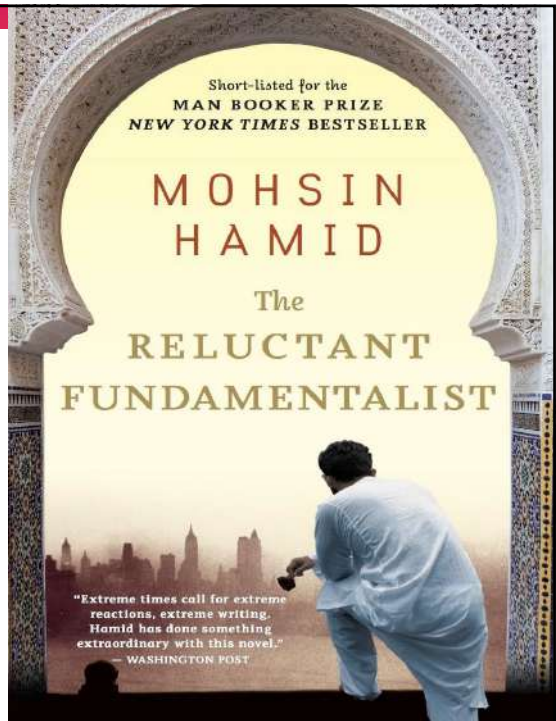
(Why companies need storytellers).

1. At Birth
2. New Leadership / Acquisition
3. Difficulty Growing



unifying narrative that all employees
[stakeholders] can grasp

FAST COMPANY



59

Your Turn!

What's going on with:

- Market conditions
- Competitors
- Current events
- Your company

How can you use
the current setting
to your
advantage?

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BREAK



61

Energizer!

What recent
movie, book, or
story have you
seen that made an
impact on you?



62



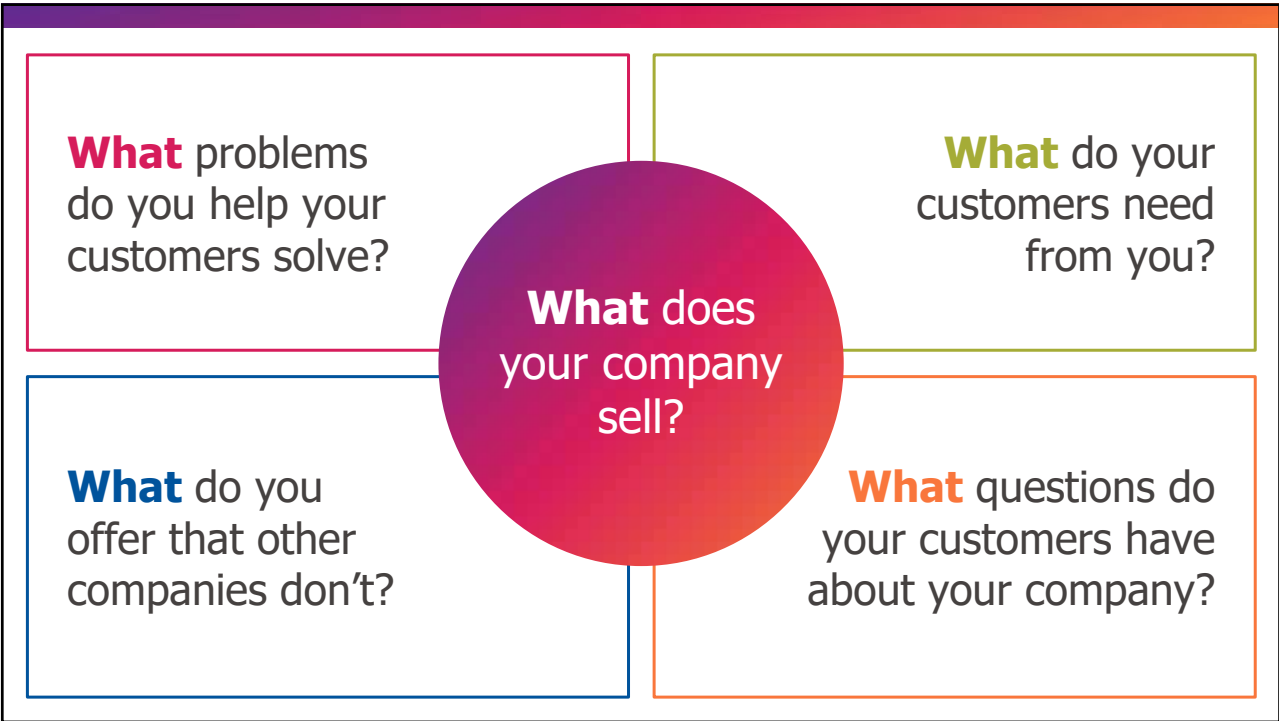
Capturing the Company Story



63



64



Your Turn!

What questions
can you ask to
understand a
company's story?

Bobby's Questions

Your Turn! Breakout

Instructions:

Step 1:

Partner A interviews Partner B.

Step 2:

Partner B interview Partner A

Step 3:

Notice what people DON'T say

1. Debrief on which questions might work better or worse than others

69

**THIS
AMERICAN
LIFE**



70

Storytelling is editing
**Good Storytellers are
great editors**

71

“
Stories aren't written,
they're **rewritten**.”

Michael Crichton

72



73

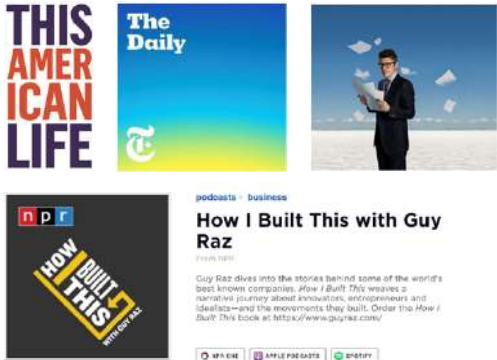


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Episode 201: Impacting the World Through Product with Davis Smith, Founder and CEO of Cotopaxi

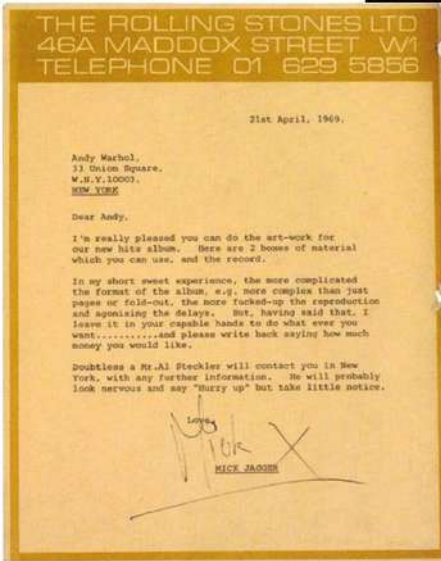
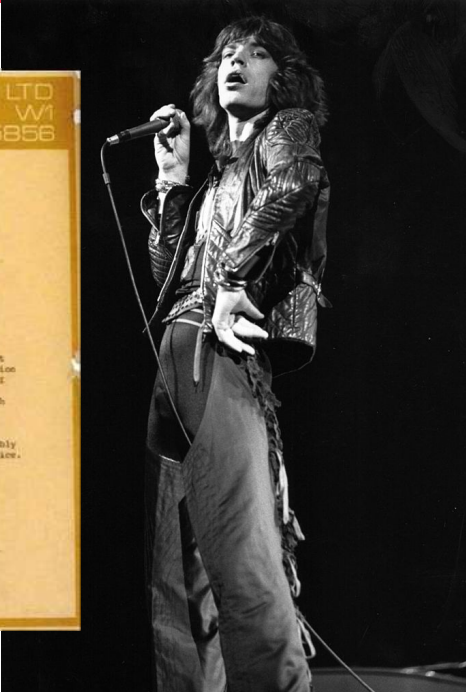


hours of research
+
hours of interviewing
+
hours of editing
=
30 – 60 mins of story



75

Creative briefs come in many forms...

76

Your Turn! Creative Briefs

What do your creative briefs look like and include?

What are your constraints or the constraints of your product/service?



77

BREAK

78



Selling Your Story



79



Good
marketing
requires
fearlessness.

- Ann Handley

80

What's the difference between **telling** the story and **selling** the story?

81

A new content era has arrived: what is social entertainment, and how can brands win?



© Dash Hudson CEO shares how brands can prosper in a time where creative insights are a necessity

Digital marketing has always been viewed as a numbers game - with creative (the art) often taking a back seat in marketers' quest for performance data (the science). But in the world of social media - a world where entertainment is rapidly taking over - creative is a marketers' superpower; it's the one thing they have control over and the one thing that can help a piece of content thrive.

The Drum caught up with Kate Kenner Archibald, chief marketing officer for social marketing software company Dash Hudson, to discuss what's been driving this shift towards social entertainment and look ahead to how brands can prosper in a time where creative insights are a necessity.

The new era of social entertainment is here - what's been driving this shift in the social media space and what does all of this mean for brands and their social marketing strategies?

Looking back, we can pinpoint significant shifts in technology that have transformed our online experiences. From the dominance of Facebook in the mid-2000s, to the rise of the "Instagram-worthy" aesthetic in the teens, it's fascinating to recognize just how much social media shapes our culture.

82

Respect all sides of the **storytelling brain.**

83

Creative

entertaining
character-driven
hunger for story
design thinking
creative problem
solving
story craft



Logical

ROI
deliver brand value
return on objectives
fulfillment, kitting
corporate craft

84

Over **1,200,000** unique listeners

Over **2,800,000** downloads

Audience retention of over **75%** through the end of each episode.

About the podcast

Discover Red Hat's original podcast about the people who transform technology from the command line up. Subscribe to our newsletter for commentary from the Command Line Heroes team—and links to take a closer look at the topics we cover.

[Learn about the show](#)

[Get the newsletter](#)

Building an Audience Through Podcasting: The Command Line Heroes Story

By **David Forster** | **10/11/2019**

Podcasts are a powerful way to reach a large, engaged audience. The Command Line Heroes podcast has grown from a small, niche show to a major player in the tech podcasting space. This article explores the strategies and insights behind its success.

David Forster
Senior Director, Marketing

Benjamin H. Smith
Senior Director, Marketing

The screenshot shows the Command Line Heroes website. At the top, there's a navigation bar with the logo and a 'Subscribe' button. The main banner features the text 'SEASON 2 COMMAND LINE HEROES' and 'An original podcast from Red Hat'. Below the banner, there's a section titled 'All Together Now' with a 'Listen to this episode' button. A grid of episode thumbnails follows, each with a title and a 'Listen to this episode' button. The thumbnails include titles like 'Resilient Replicants', 'Teeriyang Trojan', 'Lurking Logic Bombs', and 'Team of the Solists'.

85

Selling the Story

Stakeholders

Alliances

Internal / External Partners

Proof of Concept

Internal Roadshow

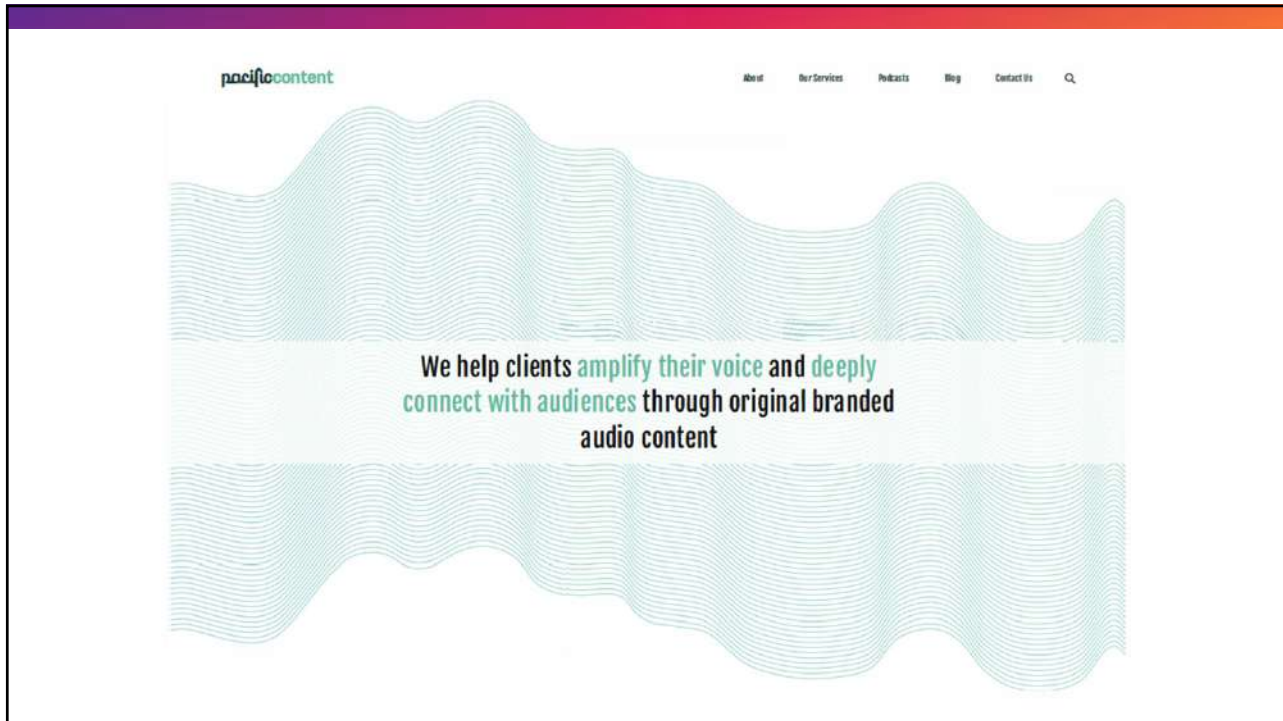
Sell!

86

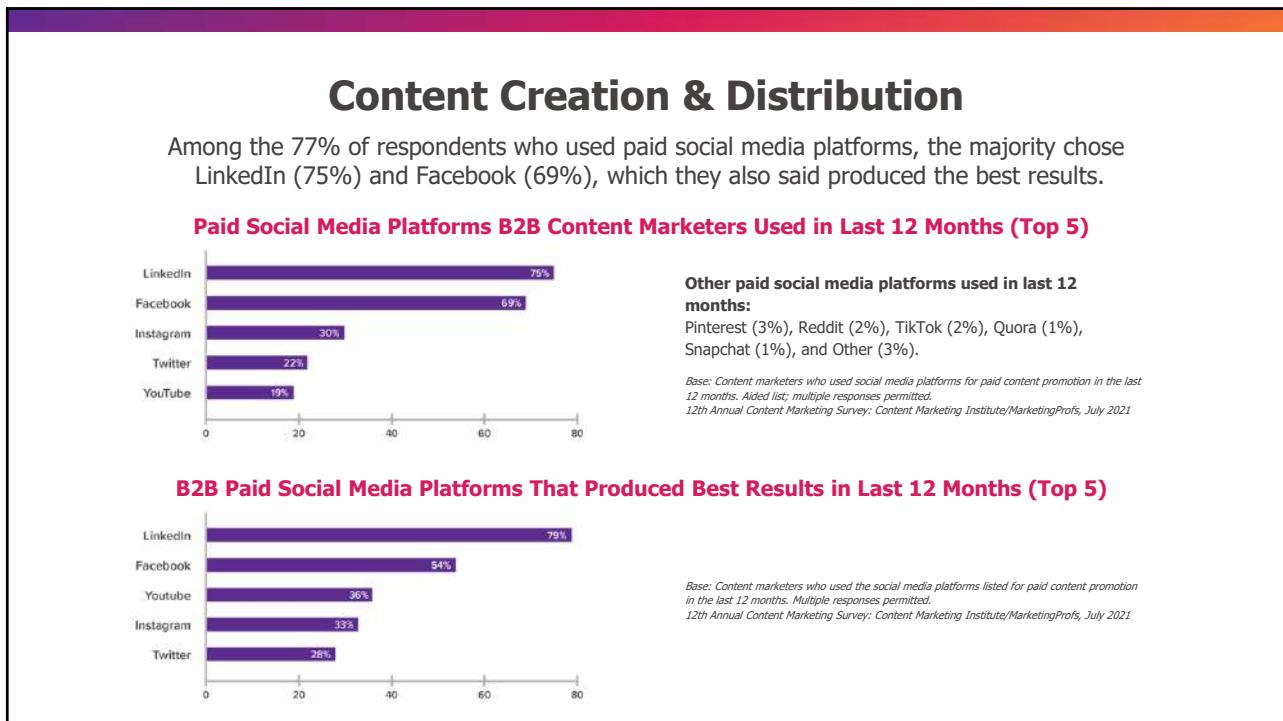
Your Turn!

What plan or process needs to happen to sell your story?

Platforms and Media: The Home for Your Content



89

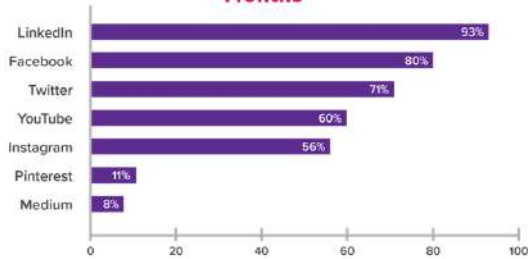


90

Content Creation & Distribution

LinkedIn is the organic social media platform that B2B content marketers used the most and the one they said produced the best results.

Organic (Nonpaid) Social Media Platforms B2B Marketers Used to Distribute Content in Last 12 Months

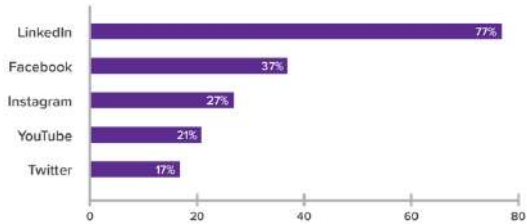


Base: Content marketers. Aided list; multiple responses permitted.
12th Annual Content Marketing Survey: Content Marketing Institute/MarketingProfs, July 2021

Other paid social media platforms used in last 12 months:

Clubhouse (5%), Quora (5%), Tik Tok (5%), Reddit (4%), Discord (2%), Snapchat (2%), Twitter Spaces (2%), Other (3%), and None (2%).

B2B Organic (Nonpaid) Social Media Platforms That Produced Best Results in Last 12 Months



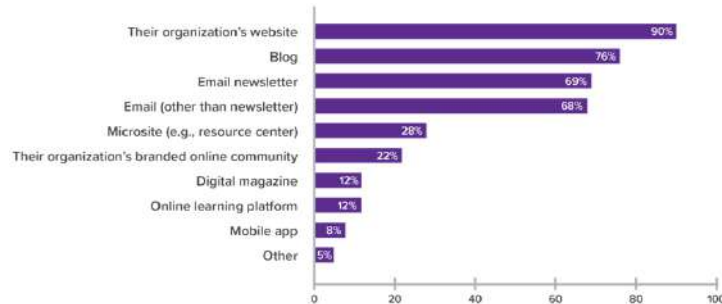
Base: Content marketers who used the nonpaid social media platforms listed to distribute content in the last 12 months.
12th Annual Content Marketing Survey: Content Marketing Institute/MarketingProfs, July 2021

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Content Creation & Distribution

In addition to using their organization's website to distribute content in the last 12 months, more than 50% of respondents used blogs, email newsletters, and email.

Owned-Media Platforms B2B Marketers Used to Distribute Content in Last 12 Months



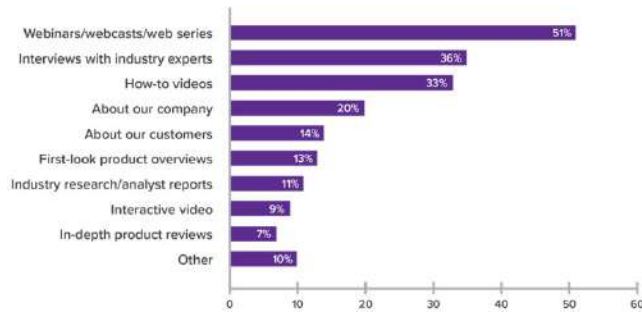
Base: Content marketers. Aided list; multiple responses permitted.
12th Annual Content Marketing Survey: Content Marketing Institute/MarketingProfs, July 2021

92

Content Creation & Distribution

Among the video formats they used, respondents said webinars/webcasts/web series produced the best content marketing results in the last 12 months (51%).

B2B Video Formats That Produced the Best Results in Last 12 Months



*Base: Content marketers who used videos in the last 12 months. Aided list; multiple responses permitted.
12th Annual Content Marketing Survey; Content Marketing Institute/MarketingProfs, July 2021*

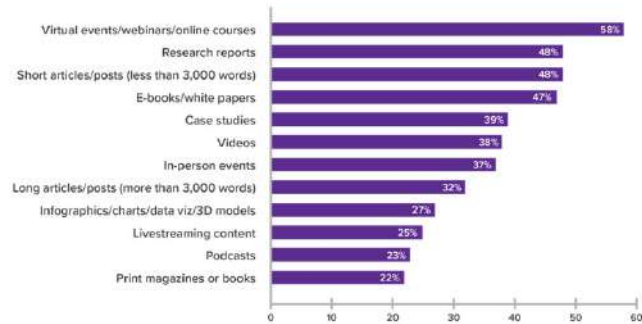
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Content Creation & Distribution

Respondents said virtual events/webinars/online courses produced the best results for their content marketing in the last 12 months (58%) – those who are most successful agreed (66%).

Long articles/posts stood out as an area where those who are most successful reported better results than respondents overall (43% vs. 32%).

B2B Content Assets That Produced the Best Results in Last 12 months



Note: Respondents were shown a display list of the content types they used in the last 12 months and asked, "Which content assets produced the best results for your content marketing in the last 12 months? (Select all that apply.)"

*Base: Content marketers who use each content asset listed. Multiple responses permitted.
12th Annual Content Marketing Survey; Content Marketing Institute/MarketingProfs, July 2021*

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Your Turn!

Where do you
post?



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Your Turn!

What formats do
your customers
use?



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Capturing the Story

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Capturing the Story

1

Who, What, Where,
When, Why, How

2

Say more about
that – invite details,
nuance

3

Tell me more –
curiosity creates
connection

4

What did it feel like...

5

What were you
thinking?

6

What's the context
and how does it
impact the situation?

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Your Turn!
Breakout - Storyboarding

- Character/
Perspectives
- Setting
- Content

Instructions:

1. Sketch out your storyboard alone
2. Share in your breakout group
3. Share something with the larger group

Today You Learned About

The
**Shape of a B2B
Story**

POV versus
**Perspective/Situati
on Storytelling**

Voicing
**Authentic
Experiences**

Capturing
the story

Selling
the story

Today You Learned About...



The Shape of a B2B Story



POV Versus Perspective/Situation Storytelling



Voicing the Authentic Experience



Capturing the Story



Selling the Story

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Actionable Takeaways

- Use the workbook to build your company's story



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A portrait of Bobby Lehw, a man with long, wavy, light-colored hair, wearing a dark blue jacket over a light-colored shirt. He is sitting at a desk, resting his chin on his hand, and looking towards the camera. The background shows a window and a brick wall. The image is framed by a green and yellow wavy pattern on the left and bottom.

Contact Bobby

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m

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