

KickStart: A Case Study

Impacting Organizational Strategy with Framing

By Sarah A. Rice March 26, 2007





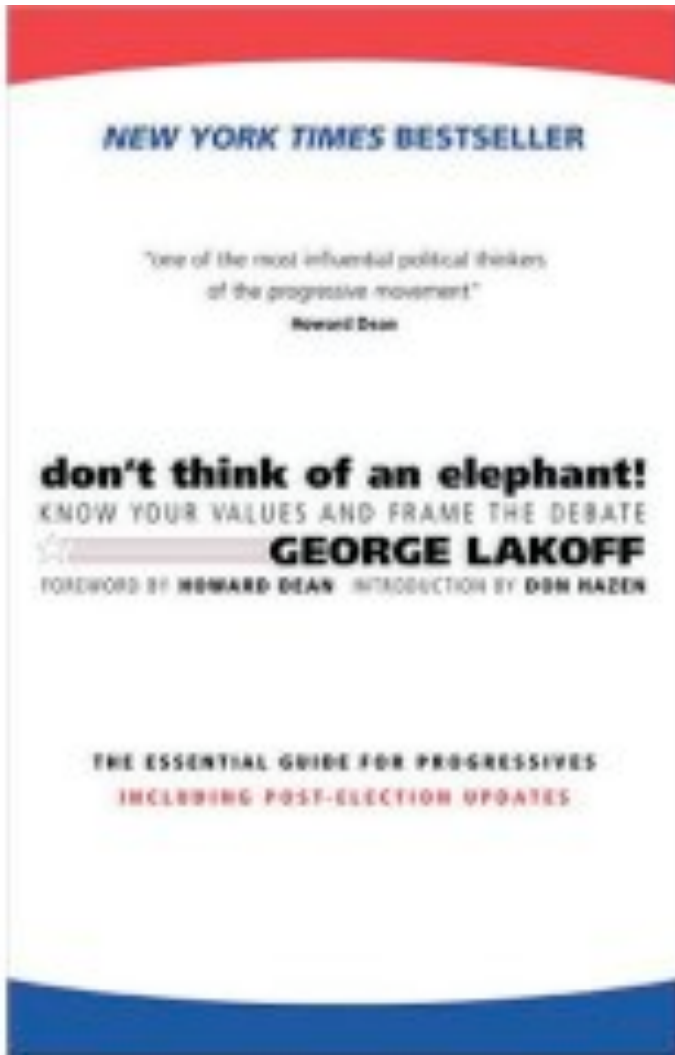
About the Speaker

Sarah A. Rice

- 12 years experience in Information Architecture
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Why Framing?



- It is a powerful tool
- Framing & Blending

Today

- Provide example - Kickstart
- Outline methodology
- Review framing and conceptual blending



Framing

- Framing is defined as the process of selectively using mental structures to facilitate a thinking process or invoke a particular image or idea. (Wikipedia)
- A brief intro...

KickStart

- KickStart: non-profit organization which uses for-profit techniques to combat poverty
- Developed a pump for use by farmers in rural Kenya
- Sell their pumps to entrepreneurs in the area
- Potential donors continually asking questions which showed they did not completely understand KickStart's mission
 - “Why don't you give your pumps away?”
 - “How can I become an investor?”



KickStart: For Profit

- KickStart: non-profit organization which **uses for-profit techniques** to combat poverty
 - Surveyed farmers in Africa to see what they needed most (market research)
 - Developed a prototype pump
 - Tested pump with local farmers – made improvements
 - Set up system to manufacture pumps in volume at a low cost (supply chain)
 - Sell their pumps to entrepreneurs in the area (sales and marketing)
 - Monitor impact of business (market research)





KickStart

- Note: what words are being used. How is the organization described? How are the concepts described?
 - For profit
 - Not-for-profit
 - Poverty
 - Middle Class
 - Etc.



KickStart: Non Profit

- KickStart: **non-profit organization** which uses for-profit techniques to combat poverty
 - 501(c)3 non-profit status in the US
 - NGO Status in Kenya
 - Mission is to fight global poverty
 - Solicit donations from others (individuals and organizations)
 - Local office workers paid at non-profit rates
 - Workers work for a cause, not for profit



Kickstart: For Profit

- Other aspects of a “for profit” frame
 - Investors give money with the hopes of making more money in the future
 - Profitable companies exist for the purpose of enriching their executives and directors
 - “Early adopters” pay a high price initially for a new product, which covers development costs.



KickStart: Non Profit

- Other aspects of non-profit organizations (as expressed by KickStart):
 - “Give it away” creates completely inappropriate incentives, leading to patronage and dependency not self-sufficiency and entrepreneurship
 - Other non-profit work lacks a sustainable impact on poverty
 - Plans that are externally imposed, artificially built, not sustainable
- Additional aspect of non-profit:



Social Entrepreneurism

- Return on investment: Financial (FROI) and Social (SROI)
- Double bottom line
- Earned income vs. dependency

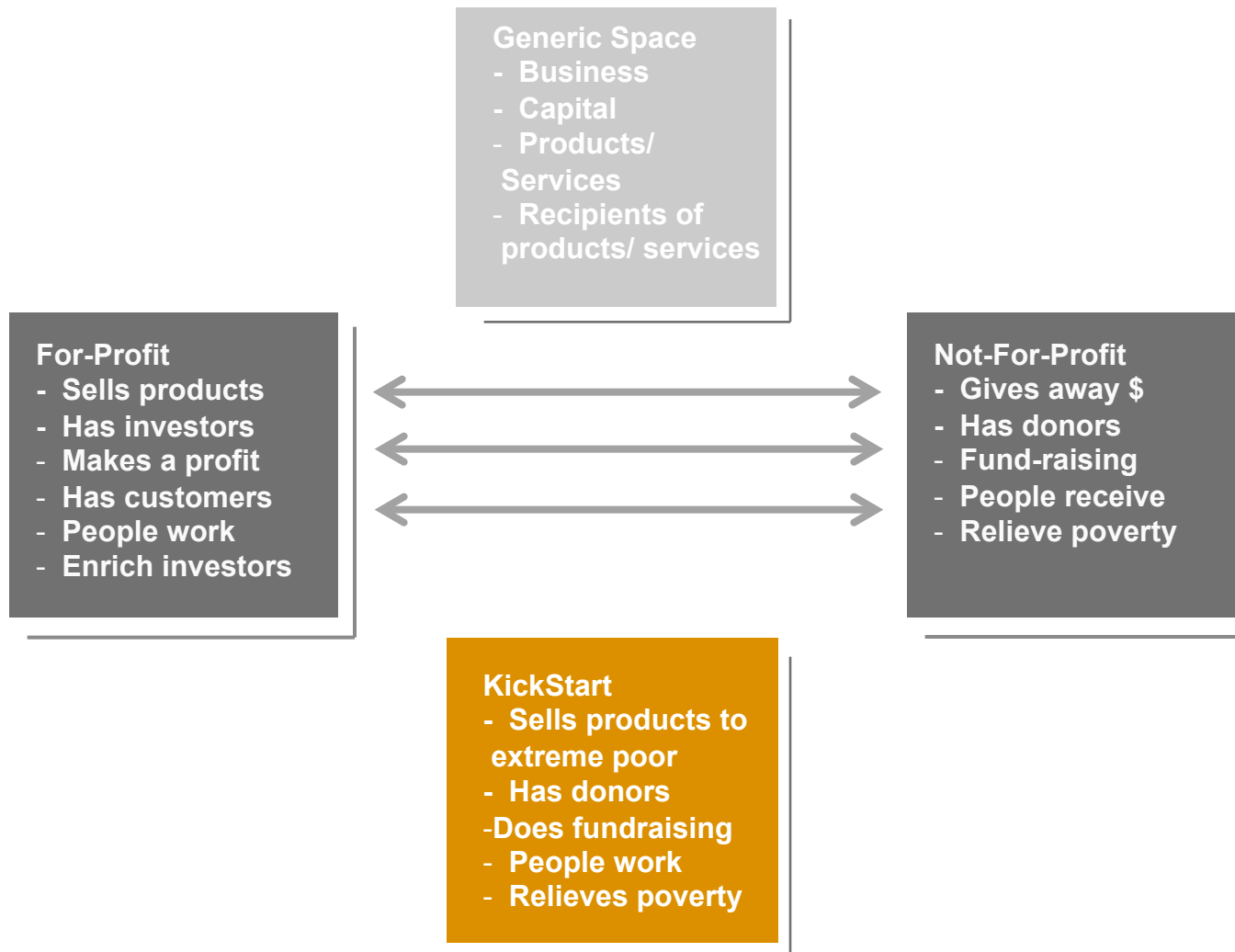


Poverty & Middle Class

- UN definition of “poverty”: a human condition characterized by the sustained or chronic deprivation of the resources, capabilities, choices, security and power necessary for the enjoyment of an adequate standard of living and other civil, cultural, economic, political and social rights.
- “Poverty” can be a very abstract notion – too broad to grasp meaningfully.
- “Middle class”: term applied to people who have a degree of economic independence but not a great deal of social influence or power. Includes merchants, professionals, bureaucrats, farmers, skilled workers.
- “Middle class” formed the conscience of a nation.
- “Middle class” virtues: self-reliance, honesty, thrift, fidelity, respectability, decency.



KickStart: The Blend



Blend targets KickStart's fundraising audience
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KickStart Blend

- Blend together profit and non-profit:
 - Sell products to extremely poor people
 - Jump-start economic activity
 - Develop & manufacture a product to sell
 - Relieve poverty
- Entrepreneurism becomes the price for entry into the program
 - Individuals must purchase their pump
 - Key quality of those moving out of poverty and into middle class includes **self-reliance**



Methodology

- Discovery
 - Identify problem/situation
 - Collected language from web site, case brief, and interview with Ken Weimar (staff)
 - Collected information about NGOs, for-profit businesses (sources: Google, Wikipedia, one-on-one interviews), poverty & middle-class
- Analysis
 - Performed analysis on terms and key concepts
 - Identified primary frames/metaphors currently being employed
 - Articulate components of the frame (compare popular language with language collected in discovery)
 - “Run the blend”
- Solutions
 - Brainstormed new/different frames to be explored
 - Suggest new language for existing frames



Blending: The Tool

- Analyze existing communication
 - Fix something that is broken
 - Find out why something works
- Create functional communication
 - Frame complex products for target audience



Framing & Blending

- Cognitive Metaphors, Schemas, Conceptual Frames
- Blending
 - What it is
 - How it works
 - Types of blends
 - Methodology
- Why and how frames affect everyday thinking
- Leverage Frame thinking for **understanding** and **communication**



Conceptual Frames

- Also known as complex metaphors (Lakoff)
- Framing is defined as the process of selectively using mental structures to facilitate a thinking process or invoke a particular image or idea. (Wikipedia)
 - Example: Communication is a conduit:
 - **Put your ideas into words (words get packed up; ideas are things; words are containers)**
 - **Send words to receiver (via a conduit)**
 - **Receiver gets words and unpacks the meaning**
 - Frames have default values
 - **Examples for Conduit Metaphor:**
 - **Speakers usually have an audience.**
 - **A sender is usually a person (not a machine)**
 - **Conduit is straight**



Conceptual Frames

- Mental spaces are organized by frames
- When elements and relations of a mental space are organized as a package, we say the mental space is “framed”
- Frames are entrenched (very frequently repeated) mental spaces that we can activate all at once

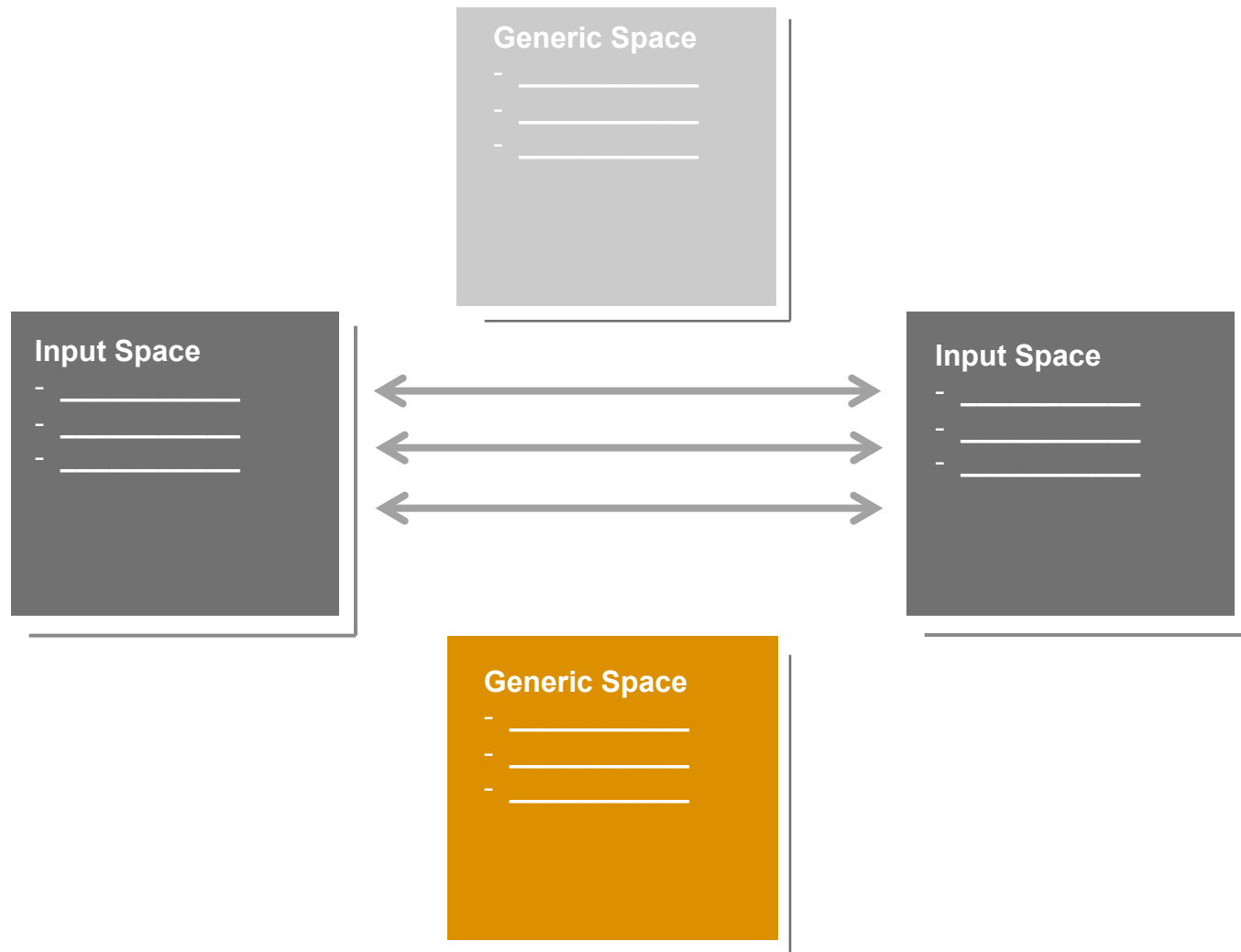


Blending

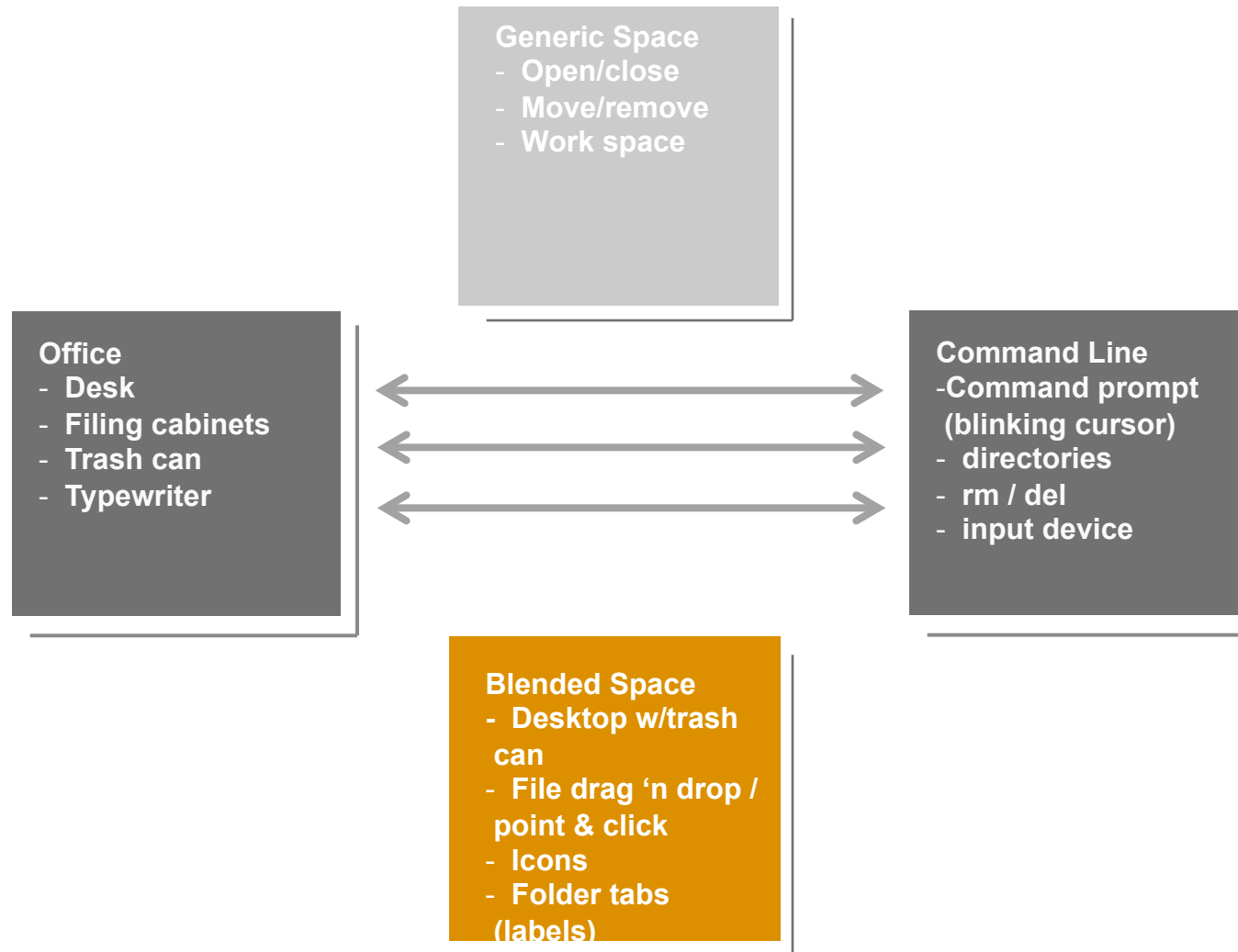
- “Conceptual integration is at the heart of imagination. It connects input spaces, projects selectively to a blended space, and develops emergent structure through composition, completion, and elaboration in the blend.” (p. 89)
- “Understanding blending allows us to formulate certain problems and think about possible solutions.” (p.90)
- “Blending gives us global insight, human-scale understanding, and new meaning. It makes us both efficient and creative.” (p.92)

The Way We Think: Conceptual Blending and the Mind’s Hidden Complexities.

Anatomy of a Blend



Computer Desktop Blend



Blend not in computer, but in your mind

* Blend elements are not arbitrary

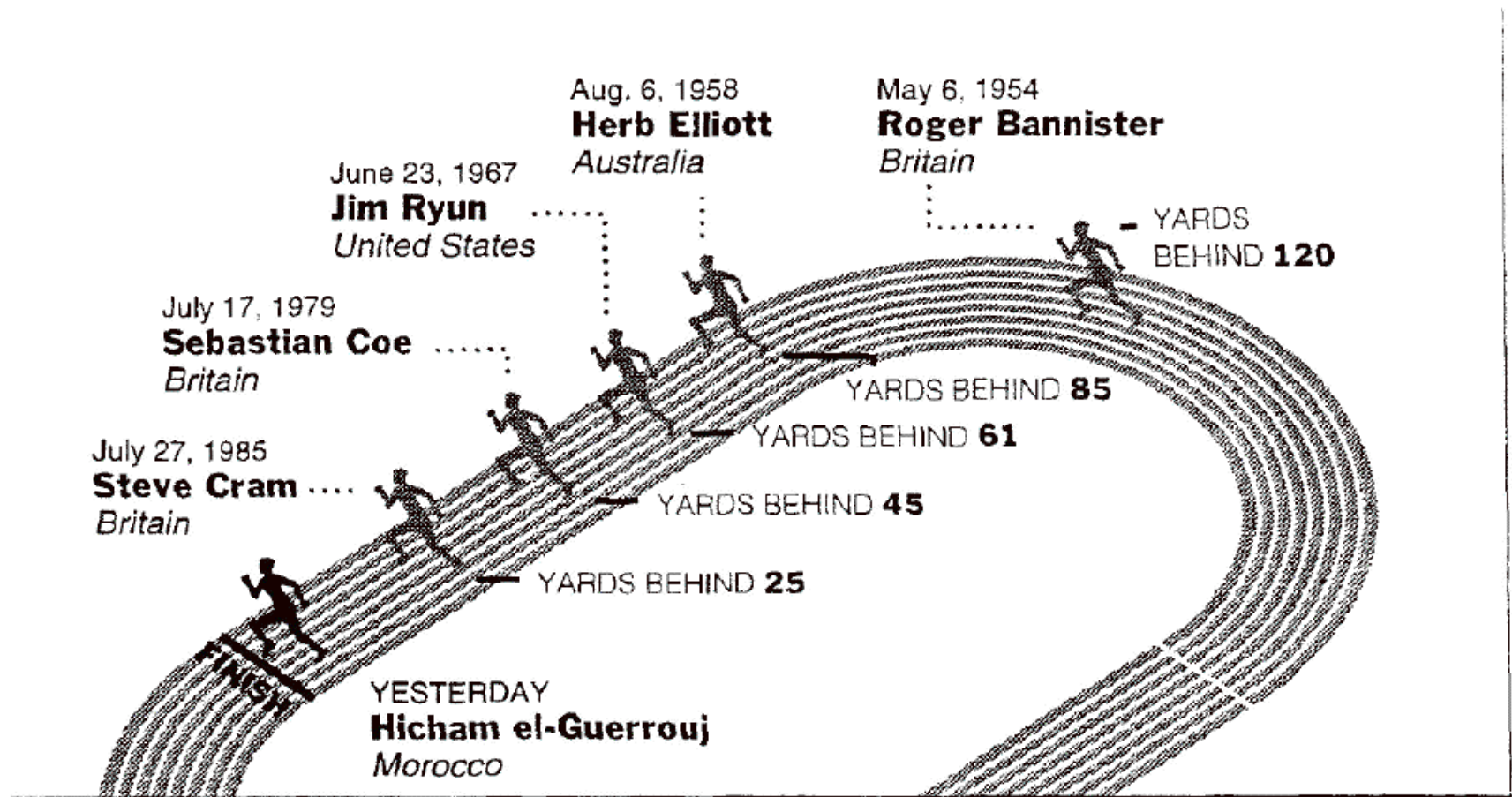
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Blending

- Blending is selective; not mechanical
- Blends have emergent structure
- Blends prompt pattern completion
- Blends provide for elaboration
- Blends fuse elements together (composition)
- Blending is open-ended

Blending



The New York Times

World Record in the Mile



Blending

- Regatta
- “At this point, *Great American II* is 4.5 days ahead of *Northern Light*.”

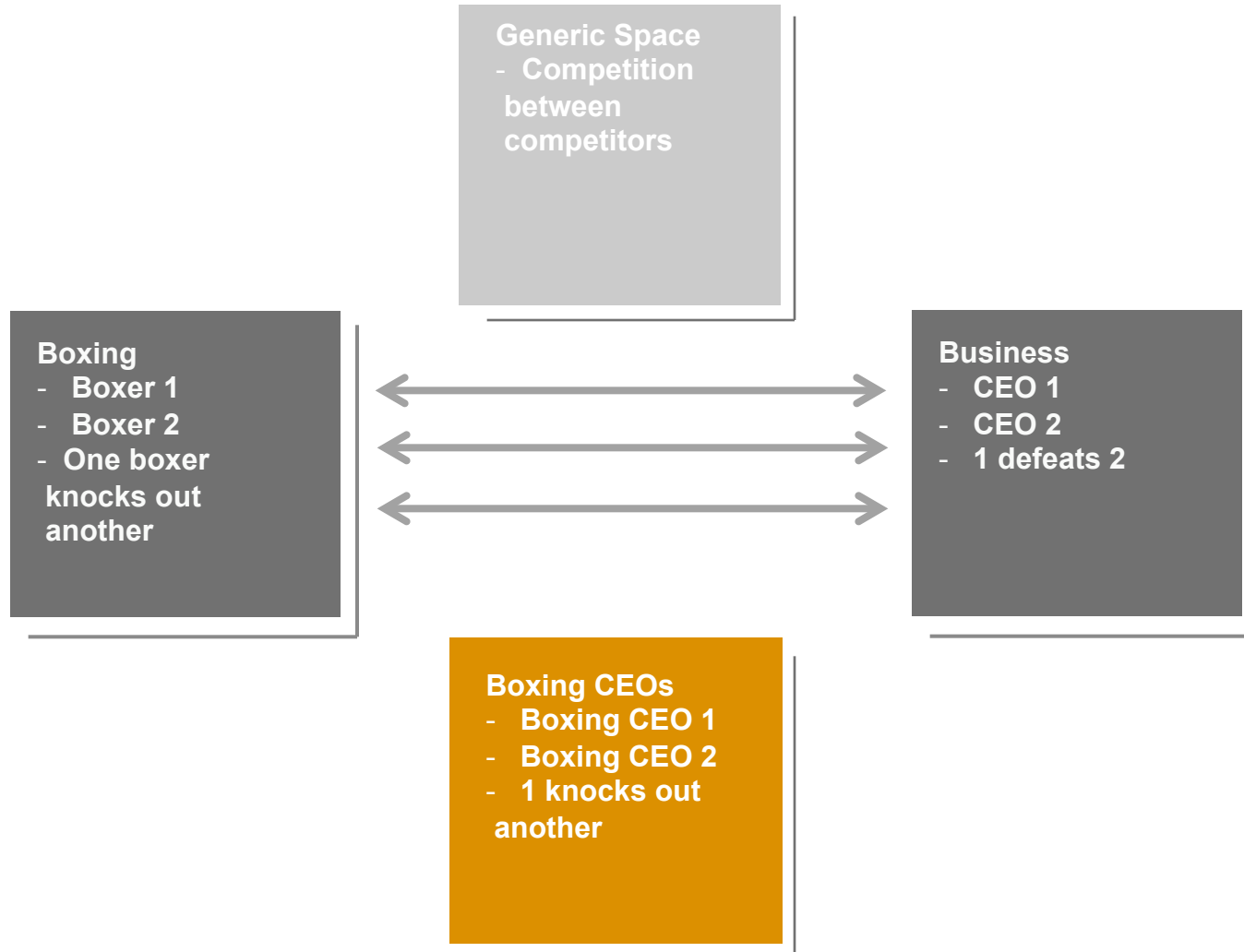


Types of Blends

- Simplex – (Paul is the father of Sally); no clashing between input spaces; often not thought of as a blend
- Mirror – (Mile Record, Regatta); all spaces share an organizing frame.
- Single-scope – (Boxing CEOs); 2 input spaces with different organizing frames, one of which is projected to organize the blend
- Double-scope – (Computer desktop); 2 input spaces with different organizing frames; parts of each are projected to organize the blend; possible clashes provide rich possibilities for emergent structure.



Boxing CEOs Blend





Blending

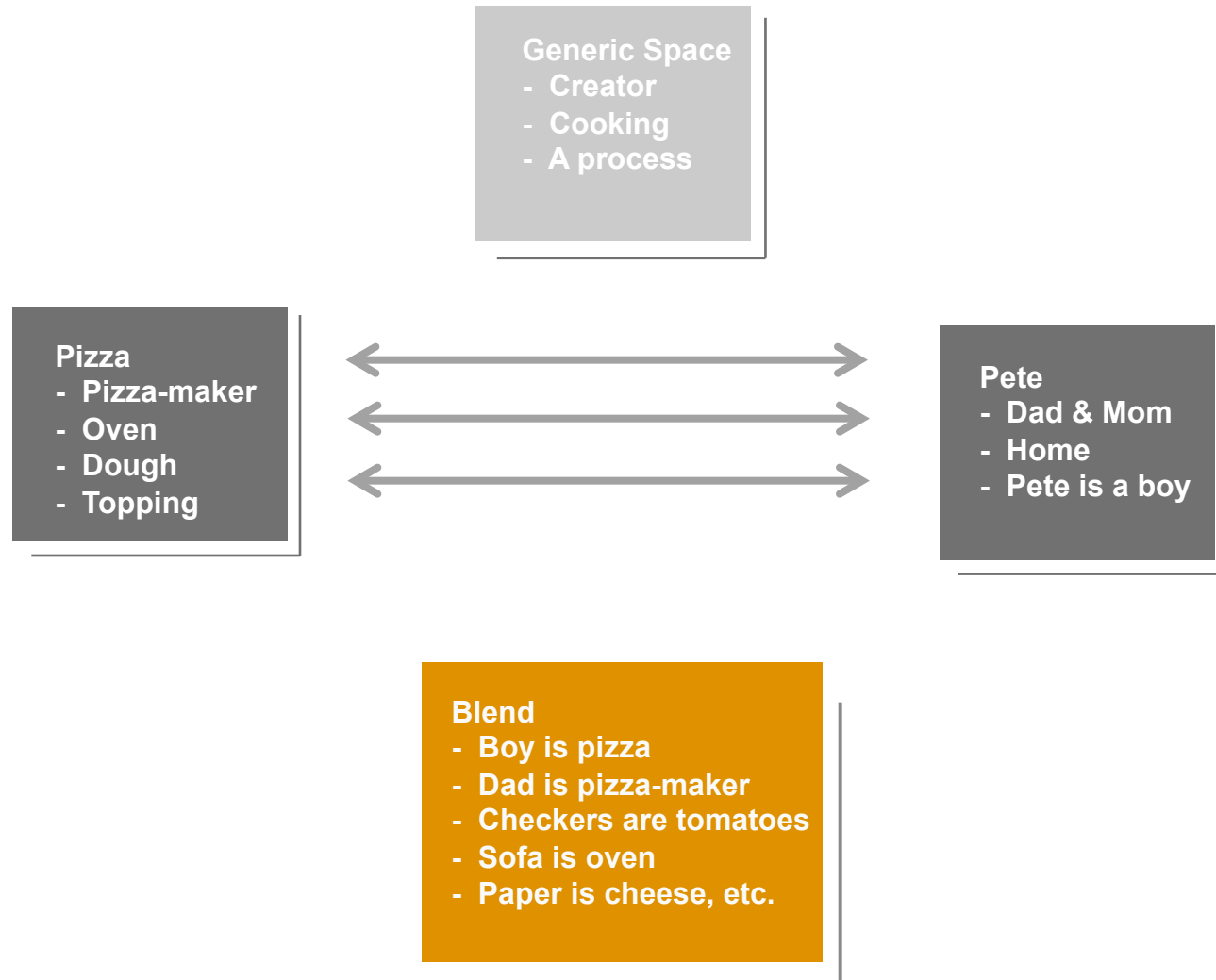
- Elaboration
- Entrenchment
- Compression
- Vital Relations (properties of mental spaces)
 - Change**
 - Identity**
 - Time**
 - Space**
 - Cause-Effect**
 - Part-Whole**
 - Role**
 - Representation (a picture of a baby can represent the actual person, the baby)**
 - Analogy**
 - Disanalogy**
 - Property**
 - Similarity**
 - Category**
 - Intentionality**
 - Uniqueness**

Blending





Pete's a Pizza Blend



THANK YOU

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