



Project Management of Empathic Design Process Compared to Other Design Processes

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Executive Summary

In this report, we analyze Empathic Design as a new product development process within project management; using the newest Nike's N7 footwear product that has been made to target the Native American community and people inspired by Native American as our main case study. We also used Nike's Free footwear product as a conventional product design case study to compare it with N7. The report outlines the steps of Empathic Design observation steps and their benefits within the project management basic phases. Accordingly, the report contains a comparison analysis between Empathic and Traditional design project management methods; along with a full elaboration of the Problems that might occur during the product design management process.

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Empathic vs. Conventional

Nike Air Native N7 as an Empathic Design Case Study: In this research, we analyze empathic design process as a field within project management using the 'Nike Air Native N7' as a case study. This product that Nike created is made to target the Native American community and people inspired by Native American. The Air native N7 shoe was a result for approximately two years of research work done by Nike team includes researcher and designers who study the feet of Native people in more than 70 tribes all over the nation, the results show the average feet of native American is wider than the standard Nike shoe. The aim of N7 is to enable and inspires sports participation in the Native community in North America, N7 strongly believe that sport have an enormous strength to release Human Potential. N7 came from the wisdom of the seventh generation that native people believe in. Designing every product in N7 collection should strongly take in consideration that the products have less impact on environment and give maximum performance.

Nike Free as a Conventional Design Case Study: We will analyze Nike Free footwear product as another Nike brand which follows a simple idea, letting the body perform as it naturally wants to, and having significant performance development as a result. This is the overall philosophy of Nike Free which has been implemented in the conventional way. The genesis of Nike Free was actually when "NSRL (Nike Sports Research Laboratory) [5]" passed a design brief to Nike's innovation department to design new lightweight training shoes for serious runners [6]. Generally, NSRL's role is identifying the psychological needs of athletes and then conveying their findings to people in in the innovation department.

Empathic Design

Empathic Design is a user-centered approach that is mainly gives attention to the users' feelings toward a product and is sometimes referred to as Empathetic Design by mistake[1]. Empathic design techniques include gathering information, analyzing, and then applying these gatherings that are accumulated from the field observation [1]. A shift in the conventional product design has been conducted in the recent years "towards a more user-centered design approach. [2]" The users' awareness that has been increased and recognized was the main reasons of that shift as an important design potential resource for product development [2]. Few engineering and design companies are set up to use empathic design; because of the unusual required skills that are collaborative many companies have not developed [1]. For them to generate ideas market researchers take the use of numbers and text for new products; on the other hand, designers who use empathic as an approach use information that counted visual as well.

Why Empathic Design?

Empathic design “is a relatively low-cost, low-risk way to identify potentially critical customer needs. It's an important source of new product ideas, and it has the potential to redirect a company's technological capabilities toward entirely new businesses. [1]” Customers/consumers in general sometimes are so acclimated to current conditions that even if they have actual needs that could be addressed they don't think to ask for a new solution for it. Therefore, firms have established a new technological capability that is different and not connected to conventional customer archetype. For instance, if there were no current product in the market that actualize “at least the most primitive form of a new product, consumers have no foundation on which to formulate their opinions. [1]”

Empathy as Culture Understanding

A further understanding of the targeted-users' needs is critical for the designer to come out with better product outcomes and more effective results; that even consumers might have no idea that the research depends on it that much [3]. When empathic modeling strategies are employed, designers can abstract shared insight and understanding with the targeted users [3]. The designer during product design is required to think in a way that provides him an in-depth understanding and to adapt an extensible ability as the targeted user's situation and cultural indications developed then shaped by the material and historical dimensions of their lives [3]. “Designers, in turn, must expand and push beyond their own empathic horizon to include life-expert-users. This can take the designer outside his or her own personal comfort zone. [3]” Empathic design “pushes innovation beyond producing the same thing only better. [1]” When developing an in depth empathic understanding of consumers' unarticulated needs, the results will challenge the industry expectations and direct to a shift in firms strategies.

“It is said recently that culture was the place of origin for empathy, [4]” Empathic design is based on empathy where there are seven main dimensions come from the grounded theory and others that are relevant to empathic design [4]. The dimensions include communication, culture, Innovation, aesthetics, creativity, methodologies, and experience. I.e. communication can be interpersonal between users, designers, and the designers' superiors, or “intangible communication and the brand spirit are also included. [4]” On the other hand experience as another dimension, designers need to consider themselves as users or customers too through experiencing the service process in person to fully understand the customer approach or feeling [4]. Other systematic ways like the methodologies are also needed for designers to promptly identify the users' needs. “Designers may exercise these ways to develop originality, aesthetics and innovative power and bring the product, service and culture of the brand into existence in the end. [4]”

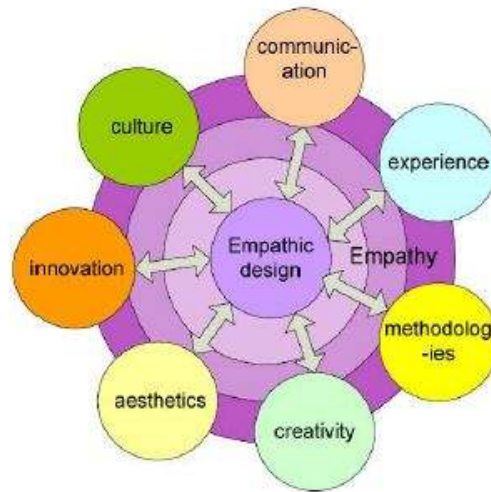


Figure 1: The seven dimensions of empathic design [4]

Empathic Design Process

During the management of Empathic Design the work will proceed in the execution phase of project management. The process contains five steps as they have been proposed by Leonard and Rayport [1]. The first step starts right after the exit of the planning phase and the last one will be the beginning of the closure phase of the project's life cycle. The phases will be illustrated in depth later in this report. Here are the main five steps of Empathic Design:

1. Observation

Who should be observed? They can be customers, users, group of individuals who play significant roles to accomplish a task. As a result from these observations, the designers can discover what the customers actually need or not [1].

First identify who should do the observing? People can be multi-skilled observers, but the most preferred way to abduct the aspects that are considered the most important of the observed environment is to send out a team [1].

Second, what behavior should be observed? Team members and for some products or services, may capture their observations in a very inconspicuous way "simply by planting themselves in a public setting where people are going about their normal routines and watching behaviors more systematically than the usual sidewalk observer generally does. [1]"

2. Data Capturing

Only few data are collected through answered or responses to questions because empathic design techniques use observation over conventional inquiry. Most data are collected by auditory, visual and sensed signs or hints. Therefore,

teams who are doing empathic design mostly use tools like videography and photography. Especially indistinct, ephemeral body language can be captured with video that may carry a lot of information and save it for future use and then analysis. While with photography lost in verbal expressions information still can be conveyed [1].

3. **Reflection and Analysis**

The empathic design team members return after collecting information in different methods and forms reflect their observations with other colleagues [1]. Those other individuals will put the effort to concentrate on the gathered data and see different things. Consequently, they will ask questions the other team members have answers for or may not and go further to send them out again for farther observation. "It is at this point that the team tries to identify all of its customers' possible problems and needs. [1]"

4. **Brainstorming for Solutions**

Brainstorming is used to transform the collected observations into visual solutions and graphic representations; this step is considered one of the most important parts of the empathic design process. This kind of activity is not only valuable for the resulted ideas during brainstorming but also for the later upcoming concepts and conclusions that can arise after a while [1].

5. **Developing Prototypes of Possible solutions**

As part of empathic design, prototypes are used in other conventional methods of design too. It's always uneasy to understand the look, use and function of most innovative or radical prototypes [1]. Three main reasons for this step to be critical:

- A. For the further team that is responsible on development, prototypes identify the new product's concept.
- B. By putting the proposed concept as a priority for the functioning team.
- C. Because of its authenticity of the user's provoked reaction to the innovation the resulted discussion can be used to stimulate the prototype.

Empathic Design Observation Benefits

Techniques within empathic design can provide several types of information that conventional product research or marketing can't collect. Here are the main five types as they have been listed by Leonard, D. and Rayport, J.F.

- Use Triggers, through exploring the situations that make people use or adapt the new product or service. Like when they react to the product positively or in an unpleasant way. That will generate the impression if an opportunity is available for company or not.
- User's Environment Interactions, Identifying how the new product or service can fit into the users' own distinctive environment or system; Such as, significantly different places, towns, or reservations in our Nike Native case study. Smaller systems like a house, an office or a factory can serve as environments too.

- Customization of User, users or targeted customers put their own customizations and inputs to the new product to serve their own purpose. Observing these users helps designers envision the potential evolution of specific products. Consequently, that will give the designers a window on the future possibilities of the proposed resulted-product. “Sometimes, users combine several existing products to solve a problem, not only revealing new uses for traditional products but also highlighting their shortcomings. [1]”
- The Product’s imperceptible attributes, in traditional focus groups, surveys, or interviews the types of intangible aspects that any product or service has; customers almost never ask for or recall. But those intangible attributes might aggregate a type of emotional patent which can represent a potential opportunity for the new product. And then as a result they can be aggrandized, employed, and redirected. Mean the while, “Failing to note such intangible attributes can sink a new product. [1]”
- User Unarticulated Needs, benefit from possible problems that customers come across and experience during the observation of current products or services that they don’t know can be identified and may not even recognize as problems. Even when a technological solution exists, blurry or indistinct needs can be shown all the time.

During the use of empathic design the common advice to “delight the customer [1]” carries an actual and a real meaning to the phrase. When pushing beyond the customers’ anticipation the product or services producers are doing the unexpected so it can be delivered. While technology serves an important role to make that happen.

Traditional Design process

Generally speaking in the early stages of the traditional product development process, producers receive benefits from consumers and their knowledge through merging or integrating the specified area of usage. On the other hand, consumers of these products profit from the released results and get satisfied with the product that suits their needs better. In the conventional product design methodologies identifying Customer needs is one of the first steps that have to be taken during the initiation of the process. That can be obtained by collecting data through the use of focus groups, surveys and VOC (Voice-of-the-Customer) interviews. Here are some examples of this conventional work process:

- In traditional inspection or exploring, customers can’t ask for things they don’t know, so the use of testers is important and required in the early stages of the design process.
- In conventional methods producers learn from the actual actions that argue with the supposed incorrect gathered information from interviews, surveys, and the targeted market.

- Giving answers from written or verbal questions which are like within the use of surveys and interviews; are critical as sources to collect data, while on the other hand others prefer to gather their data from actual actions and tastings.
- Within the traditional methods questions can be inadvertently biased and affect the questioner's uncompleted assumptions. Opposing to what have been said, observations can overcome that type of limitation.
- Asking questions often restrain the people's suggested innovations as an opportunity, contrary to those observers in action mostly recognize the people's innovations than can be enhanced or improved later and then used for the current market "simply by seeing the customer's frustration with certain aspects of the product or service. [1]"
- In project management execution phase several important steps will be implemented that can be significant depending on the type of the firm, project, objective, and tasks. These steps can include:
 - Research and Data Capturing
 - Idea Screening
 - Produce a physical prototype for market testing and monitoring.

See Appendix (1) for Apple's different way of management.

Project Management Phases

Within the review of our report's main case studies, Nike's N7 and Free we will explore the implementation of the below steps that the company actually used within the research and design process. The management of the design is going to be illustrated using the main basic project management process [11]. However, the project's profile will control the amount of skills and resources that are required in each one of the project management phases [12]. Like for our Empathic Design project most of the work and the significant team work assignments are implemented in the Execution phase. On the other hand other projects might need skills and resources during the very first initiation phase. Projects that have profiles point at issues with a side by side work with the stakeholders or dealing with legal problems and political issues in phase two of the planning stage [12]. While all the projects profiles agrees on executing the project as "effectively and efficiently as possible [12]" to achieve the best final results.

Phase One, Project Initiation

Assemble the Team and Defining the Project's Objectives

During this phase the project team will be assembled, initial responsibilities and team members' roles; starting the project's initial documentation for the project along with the original and main deliverables. A project Kickoff meetings will be held besides acquiring the infrastructure of the project management [12] and assigning a project manager. Then when the project team in place the main purpose of the project will be

defined and the objectives of the project's details will start to develop [11]. At the same time to make sure that the project is ready to go to phase two of the work process a "phase-exit review will be conducted, [11]" to make sure that will be appropriately going to happen. The Project manager or the management institution defines the main four project life cycle phases Initiation, Planning, execution, and closing. See figure (2)

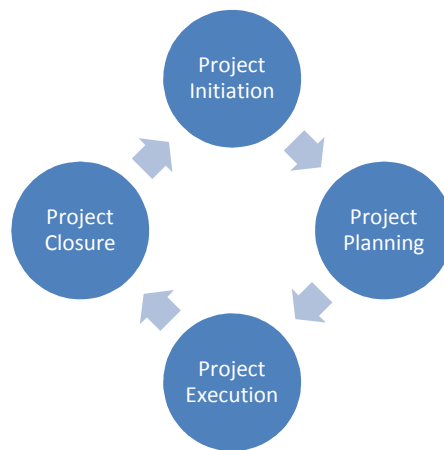


Figure 2: the main four project life cycle phases

Phase Two, Project Planning

Defining the Project's Scope and Constructing the Initial Plan

To make sure that the project's scope is suitable to everyone in the team and the people who are involved in the project work a detailed WBS (Work Breakdown Structure) [11] which will help to divide the project into sub-projects or phases. This phase mostly includes organizing and preparing which involves in project scheduling [12]. The planning also contains "developing detailed staffing, procurement, and project controls plans. [12]" The project manager's role will use the developed WBS to predict the completing of the activities, "assess the feasibility of target dates, and identify the critical path for the project. [11]"

Adding Resources, Risks, and Costs

Resource forecasting can be used during this phase to estimate the usage of the resources information that will be added to the project plan [12]. Specific resources can be identified as critical that the project manager define to prevent putting too much work on his staff or team members [11]. The project expenditures will be taken in consideration to provide an estimate of the cash flow needs [11]. Also utilizing risk management to create "a framework to better manage events that occur beyond the control of the project team. [11]" Do a full review with all the involved parties of the project work to make sure that the project is going in the right track and is "implemented as smoothly as possible. [11]"

Phase Three, Project Execution

Carrying out the work

This phase includes most of the major needed activities to get the project work accomplished [12]. It's the longest and usually consumes the resources and most of the work energy of the project life cycle [16]. In this phase physical project deliverables will be built that helps to control and have the project worked monitored through several management processes [16]. Budget, time, problems, risks, quality, and scheduling will be executed with the help of the management process [16]. Activities like observations, data gathering, data analysis, testing, and producing prototypes are all parts of the execution phase where most of the actual project work will be carried out.

Phase Four, Project Closure

Closing the Project

This is the final stage of the project management process, when achieving the project's objectives and the final items are completed the project manager will close the project. [11][12]The projects' staff will be moved out or transferred back to their original work, or might get another assignment of working on another project. The project documentation and archiving of the project materials are completed. [11] [12] A financial closure tasks will be completed along with a document contains the lessons

learned which can help and provide benefit for future projects. [11]Close the project's office "and if possible a project team celebration will be held. " [11]

Post Project work

After launching the first designed product, each new product is produced based on feedback from the community. A post evaluation will be implemented, surveys will be conducted from the users, and other sub-projects might come out from the original design. Others may stop at the closure phase and the project gets terminated at that point without any extra work or additions.

Problems in project management

It won't matter if how much the project is superior or how talented the firm's members are, if managing the project is an issue from them they will struggle and get pulled back from achieving success. To avoid and help to overcome that type of undesired outcome, here are some of the project management problems the firms' developers and designers go through and sometimes face along with their solutions [15].

- **The project can't start on time.** Projects added to an existing bunch of projects that project manager's gives their members to do and there are expected to be done on schedule [10]. The solution would be by actually starting working in the project even if the new project required re-assembling the team, dividing the tasks into assignments for each individual.
- **The new project has ambiguous requirements.** Along with every work and step the assigned group is doing, the new project pulls them back several steps to the back. Like vague milestones and objectives [10] and narrowing down the scope of the project to achieve a clearer direction is one of the solutions along with the managers' duty to provide metrics that are stable. Also the project's priorities need to be re-adjusted while identifying the requirements.
- **The clients provide ambiguous and ever-changing requirements.** When the client is not sure of what they want or need especially until a specific stage is complete that would lead to re-scheduling these client decisions into milestones within the project. (Having a known path and a clear view from the beginning of the proposed project to the finish makes the user is more specific with what they're asking for, also to keep the project in the right track. [15]) The solutions is to be always be clear and have a known outline about the specific adjustments that need to be made before asking for more.
- **Staying within the parameters of the project (an issue with the project managers.)** The work process is going and the project's scope is growing while the assigned groups are working and have more assigned tasks duties [10]. The solution is that the project managers need to learn to question and identify every new element in the project not by adding more work or hours.

- **Communication problem with the client.** It's kind of hard to go forward in the project if answered can't be obtained from the client that the firm is dealing with [15]. Doing some work ahead of time can be a solution and increasing the rate of response by going in the direction that is best and then gain the verification. (Maybe asking a Yes or No type of questions can help too. [15])
- **Strategic alignment lacking.** Another thing that is important than just starting a new project, is to know that this is the right project to begin with [10]. Like when there is project objective that is mapped with the actual business objective of the firm. The solution is to make sure that every project charter has a reasonable understanding like benefits that are measurable within the current business drivers' context of the firm and that "that will result in the advancement of the business objectives. [10]"
- **"The client doesn't like what you created. [15]"** The solution is to focus on the clients' rationale not only on the project's technical requirements. Creating a shared vision between the conflicted parties is what the good project managers do.
- **Gaps between the staff.** The working group has a member who is critical to the project's team success. All of the sudden, that member "may be cross-trained to fill these roles should vacancies occur for whatever reason. [10]" The absence of that key member can put the work in risk and break down its success. The solution is to have an available alternative or a backup to full that person's role or re-assign the group's tasks so they will cover what is missing.
- **The client doesn't care about the project.** Sometimes it can be frustrating that the client who's responsible of communicating with the group or the project's team has no interest or little priority in the proposed project. For different reasons like the project's outcomes have no effect on their actual job, the clients are hard to get answers or even ask. Also, having a solution for this issue needs to be done ahead of time like by "screening potential clients, do your best to find out if the contact person has a vested interest in the project. [15]" Also by giving more attention to the client's awareness about the proposed problems that the project can be opposed to.
- **Skipping the test phase.** During the development process the project teams might devote a lot of time designing and preparing the project but not enough time to do the testing [10]. Having a detailed business strategies and objectives along with creating a budget ahead of time for testing is a critical part to achieve success. "The success of the project depends on testing throughout the project lifecycle. The process of delivering successful projects, in the end, will prove more worthwhile than management thought. [10]"

In every project there are a vast variety of reasons that lead to problems, but most of them can be fixed and solved with good-clear communication, and to be completed within the budget and on time [15], [10]. On the other hand sometimes it's just easy to blame the client for issues, it is the project managers' responsibility to continuously be in contact and stay in line with all the parties to achieve an open communication [15]. To have the client in a consistent awareness of the project work progress what have been accomplished and

what needs to be done later. “Not only does this practice solve problems before they become too big, it will also make your clients love you. [15]”

Nike Air Native N7 Case Study

Nike N7

Nike N7 is a brand within Nike. You could compare Nike N7 to Livestrong. Nike has made a commitment to the Native and Aboriginal community by providing access to Nike product, creating a wider shoe for the Native American and Aboriginal community, developing apparel and footwear inspired Native and Aboriginals with the overarching goal of giving back to the community. Nike N7 is committed to inspiring and enabling participating in sport or physical activity for Native American and Aboriginal populations in North America. The “N” in N7 can stand for Nike or Native. The 7 comes from the Native American wisdom of the Seventh Generations- in every deliberation we must consider the impact of our decisions on the seventh generation.

Nike N7 started in 1997 when General Manager Sam McCracken was working in the distribution warehouse in Wilsonville Oregon. He was asked to revitalize the diversity network at Nike, the Native American and Friends Network. After receiving a call from the diabetes coordinator on his reservation Fort Peck, Sam strategized on how to provide Nike product at reduced cost to Native American communities. Traveling throughout the United States to various reservations, Sam set up accounts with Native American communities to purchase Nike product at a reduced cost using an online tool called Nike.net. Health and wellness centers were now able to purchase incentive items for their wellness programs encouraging and motivating people to get healthy or stay healthy.

Research methodology

- ***Data Gathering***

This research is based on data collected from literature research from websites, published articles and from informal interviews with Native people while volunteering at the Nike N7 Sport Summit which was held on October 28 - 30, 2011 at Nike World Headquarters, Beaverton, Oregon. The summit was bringing together professional experts in wellness and sport to share their experiences. Also, there were many interactive sessions providing information to guide Native American youth programs leaders to initiate successful programs and non-profit organization. The data gathered included the initial idea of N7 and how it was started, the accomplishment of N7 on each stage from 2000 to 2011, and the financial support given to the native communities as donation to help them practice sport and be healthy, in addition to the impact created for the Native and Aboriginal Community.

- **Data Analysis**

Data was analyzed by going through all the literature that was written about N7 and reviewing the interviews which were done with the people at the Nike N7 Sport Summit. In fact, there are 2.9 million Native American in Reservation 4.3 million overall and 33% under the age of 18 years, 26% in abject poverty underserved.

Phase 1, Project Initiation

Begun in 2000, inspired by the Native American's wisdom of the Seventh Generation The N7 name is a reference to the seventh generation philosophy, used by some tribes to look to the three generations preceding them for wisdom and the three generations ahead for their legacy, N7 was a Nike brand program targeting the Native and aboriginal communities in North America. Nike's N7 program is one of the first national initiatives to keep Native youth in shape and physically active. A portion of the profit from sales of the N7 collection is given to help Native and aboriginal nonprofit organization to provide access to sport for young people. [13]

Sam McCracken started his Nike career in 1997. He worked his way up the job ladder by combining an innate talent for creativity with a personal desire to provide and improve. Improve the lives of others, at the same month he joined Nike. He was asked to take a volunteer position to utilize his experience and passion to manage the revitalization of the Native American Employee Network. McCracken set a business plan to make access to athletic gear and sport for native and aboriginal youth. He would later become the Manager of Nike's Native American Business.

Sam started by selling regular Nike branded product to institutions in the Native community. These communities had not previously had access to product. The fact that they were now able to go to Nike.net and order product at reduced price would provide them with more access than they could have imagined. Nike.net was a new platform being used by the company and Sam's program was a way to test it.

The idea behind N7 was to create a Nike brand to target Native and aboriginal communities on North America because regular Nike shoe don't fit the average native foot size. To create Nike Air Native N7 McCracken and his colleagues collaborated with the Indian Health Services to do foot scans to meet the specific requirements for the Native Indian foot.

Defining the Project Objectives

- To spur energized native youth to act as catalysts for positive change in their communities
- Establish a healthy life style among unhealthy segment of Native American by Increasing health and wellness through physical activity.
- Donate part of the profit from sales of the N7 collection to Native and aboriginal communities nationwide, and helps the tribal sports team to practices sports.

- N7 targeted to decrease the disproportionate rates of diabetes and obesity among Native and aboriginal population.
- Design shoes fit the average Native foot size with lower environmental impact and give maximum performance.

Team Formation:

Sam created the N7 team from North American Product Creation Design members at Nike; the team includes researchers, Podiatrists, and designers. Team member's backgrounds were art and graphic design. Also, marketing people were contributing in this project too.

Phase 2, Project Scope

WBS & Adding Resources

Sam and his team structure and define the project scope, since N7 was the first product Nike made directed to particular ethnicity group. The idea was to come up with a products inspired and designed for the Native Communities. In order for them to accomplish this they have been in the Native American reservation to involve and observe the environment around these communities. This method which was used referred to Empathic design. The WBS structure was similar to the Empathic design process the figure below shows the WBS for N7. Resources were assigned to this project and the team was allowed to use Nike's facilities and research lab at Beaverton Campus. Appropriate budget was given to the team to run this project.

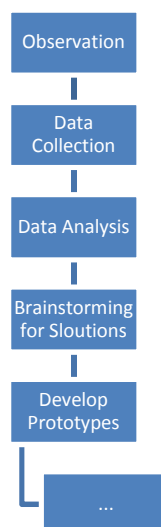


Figure 3: Project WBS Chart

Obtain Stakeholders

N7 team collaborated in this project with the Indian Health Service to create shoe meet the specific requirements of the Native American foot. Nike N7 and Indian Health Service defined as stakeholders in this project. On November 19, 2003 Sam helped engineer a win-win partnership of government agency and for-profit company by creating the historic Memorandum of Understanding between Nike and Indian Health Services. It was created to inspire Native Americans to be more active. It was the first time a “for-profit” company and a government agency agreed to work together for one community. Through this document, Sam was able to design a program boasting the participation of 76 tribes and 188 federally funded schools in physical activities which now have access to Nike footwear, apparel, and equipment at reduced cost via the internet. Additional one-to-one mentoring was offered through outreach special events. Sam has been instrumental in establishing Nike’s Native American Diabetes Program. The MOU would be resigned again in 2009, strengthening the relationship between these two entities to empower the community. [14]

Phase 3: Project execution

It was very clear Nike chose to implement Empathic design analogue process to design a shoe targeting Native and aboriginal communities in North America. The process started in the last quarter of 2005, and the process was proposed previously in the literature research consisting of five steps to come up with an Empathic design product; Observation, Data capturing, Reflection an Analysis, Brainstorming for solutions, and Developing Prototypes of Possible solutions.

1. Observation

- A. The observed community is the Native and Aboriginal community in North America. The main consumer includes young Native athletes and individuals suffering from diabetes or obesity.
- B. The Nike N7 team and Nike product team initially collaborated with the Indian Health Service to do foot scans for the Air Native shoe. Podiatrists were also included during the measuring process. When the N7 Collection was designed the Nike team went into the community doing interviews, observing apparel and footwear of the community. The team continues to attend Native events in order to gain inspiration for future products. The Native community is the consumer therefore all inspiration comes from them.
- C. Because the team participates in Native events, they are witnessing the community in their setting and environment. This way the product team gets an authentic understanding of what the Native consumer’s interests are.

2. Data Capturing

Sports events are a great way to see the Native consumer in their environment. Data can easily be captured by watching basketball games. Here you can visually

see common styles of dress and footwear brands commonly worn by athletes. The team is looking for common colors, footwear styles, and apparel designs.

3. Reflection and Analysis

American Indians have a much wider and taller foot than the average shoe accommodates. The average shoe width of men and women measured was three width sizes larger than the standard Nike shoe. As a result, the Nike Air Native was designed wider with a larger toe box. The shoe has fewer seams for irritation and a thicker sock liner for comfort. A common ethos among Native communities is the 7th generation philosophy; in every consideration we must consider the impact of decisions on the 7th generation. Through positive feedback from the consumer, N7 strives to continually make products that are sustainable and environmentally friendly. With this information the Native community expects N7 products to uphold these high standards.

4. Brainstorming for Solutions

Before any product is officially sent to production line, the core N7 team gives final approval. The N7 team is made up of all Native Americans. They can make sure products are not stereotypical in any fashion. All brainstorming ideas are bounced off the core N7 team members. To ensure authenticity, Nike N7 partnered with renowned artist Bunky Echohawk whose Native inspired designs are already popular within Native communities.

5. Developing Prototypes of Possible solutions

The Air Native shoe goes through fit testing within the Native community. Fit testers were summoned to try on the Air Native prototype shoe before it went into mass production. In this project, they specifically reached out to the Aboriginal community for testing. Feedback from this testing was utilized to make sure the shoe was well received. The shoe is not colored to ensure that participants focus on the performance and fit of the shoe. The shoe was black for both woman and men.

Phase 4: Project termination

Birth of Nike Native (N7)

September 26, 2007 – Nike unveils 1st Nike Air Native shoe The Nike Air Native was a result of nearly two years of collaborative research. Nike designers and researchers looked at the feet of more than 200 people from more than 70 tribes nationwide and found that in general. It was established as the first shoe designed specifically for American Indians, an effort aiming at promoting physical fitness in a population with high obesity rates. The Nike Air Native N7 design not only has a larger fit for the distinct foot shape of American Indians, but also the culturally specific look. Distribution was made solely to American Indians. Tribal wellness programs and tribal schools nationwide are able purchase the shoe at wholesale price and then pass it along to individuals, often at no cost. The picture below shows the First Nike Air Native Shoe.



Figure 4: The First Nike Air Native Shoe

Post-project

After launching the First Air Native shoe, each year a new Air Native shoe is produced based on feedback from the community. The 2nd generation shoe was made from a suede material that allowed individuals to do beadwork directly on the shoe. This material was specifically chosen because it mimics the leather like material traditionally used for beading. To honor the 7th Generation Philosophy, the shoe is made with sustainable materials. The bottom rubber is made with recycled rubber in addition to the shoe laces. All glues and solvents are non-toxic. Any apparel is made with organic cotton and nontoxic ink. Nike places all shoes on a considered standard. All N7 products uphold Nike Considered design. The pictures below show the second generation of the shoe. N7 continues releasing new designed shoe each year keeping the same wisdom of the 7th generation in consideration. Appendix (2) also shows the specification sheet of the shoe for both man and woman.



Figure 5: 2nd generation of air native shoe

Challenges in N7 project management

Time consuming and the delay resulted from that were the biggest challenges N7's team encountered in this project. The Native American reservations were scattered nationwide in North America that causes the team time to travel from reservation to another. Observing and collecting data were very time consuming for the team, the team didn't expect that. Communication with the wellness center on the reservation was a big challenge for the team. The coordinators at the reservation had a low level of disciplines when cooperating with the N7; this resulted more time to be spending at the reservation by the N7 team. Also, communication with wellness program's coordinators was not very sufficient which slower the team to finish quickly. In addition, the designers and researchers at the N7 team were not native. This created barriers because they don't understand the native culture when they design, each time they design a prototype it was reviewed by Sam and his assistant because they are Native, and they understand how native would react to a certain prototype before send it to the testing.

Results

September 26, 2007 – Nike unveiled the 1st Nike Air Native shoe. It was established as the first shoe designed specifically for American Indians, an effort aiming at promoting physical fitness in a population with high obesity rates. The Nike Air Native N7 design not only has a larger fit for the distinct foot shape of American Indians, but also the culturally specific look. Distribution was made solely to American Indians. Tribal wellness programs are able purchase the shoe at wholesale price and then pass it along to individuals, often at no cost. Availability is mainly through tribal wellness programs that are more specifically identified as health disease prevention programs, urban Indian health centers, and Aboriginal disease prevention and health promotion programs. It is the first time Nike has designed a shoe for a specific race or ethnicity.

Profits from the sale of the shoe are given back to the community for youth sport or physical activity programs. The biggest win with the program was an emotional one for the tribes. The psychological boost of this connection with Nike to the tribes is that a prominent member of corporate America recognized an underserved segment of society for what it is – vibrant, self-sufficient and an innate participant of all things American. "Today in the U.S., 300-plus communities use N7 product to promote sport and physical activity" say Sam McCracken general manager and chairman of its board of director.

Since the start of Nike N7 the overall goal is to serve the Native American and Aboriginal community with sustainable product, high performing footwear, and apparel that is inspired by Native culture. Because Nike doesn't typically serve a racial/ethnic group specifically, empathic designs become extremely important when developing product for a specific group. The only way to stay authentic to the community is by direct observation, and contact with the specific group. Nike N7

has continued to provide product for the Native American and Aboriginal community that has been inspired by them. Recently Nike N7 has utilized Native American and Aboriginal athletes as role models and points of inspiration. Since 2009 Nike N7 has given back 1 million dollars through the N7 Fund to youth sports and activity programs. The more product sold allows more funds to be distributed back into the community. N7 continues to grow as it recently expanded into Canada and Hawaii. Awareness and impact of Nike N7 continues to grow throughout North America. The sky is the limit for N7 but their goal of staying true to their consumer remains. Nike N7 will always continue to better the Native American and Aboriginal community through access to sport, high performing culturally specific footwear, inspirational apparel, and shoes that accommodate a wider foot!

Nike Free Case Study

What is Nike Free?

Nike Free is another Nike brand which follows a simple idea: letting the body perform as it naturally wants to, and having significant performance development as a result. This is the overall philosophy of Nike Free which is tagged as a “natural technology” by scientists at Nike. The genesis of Nike Free was actually when “NSRL” (Nike Sports Research Laboratory) [5] passed a design brief to “Nike’s Innovation Kitchen” (Nike’s deep research team) to design new lightweight training shoes for serious runners [6]. Generally, NSRL’s role is identifying the psychological needs of athletes and then conveying their findings to people in “Innovation Kitchen”. In the case of Nike Free, cooks at the “Innovation Kitchen” took the “natural technology” description and started asking about the shoes that people might like to have. Nike Design Team interviewed the most respected track and field coaches such as Vin Lananna who was at the time coaching at Stanford University [7] and noticed that he makes the athletes run barefoot during the practices. They even heard a little unusual advice: “We don’t need any more shoe, we need less shoe, and in fact, maybe we need no shoes. Give us bare human foot. [7]”

So, it was in summer 2001 that Nike tried to make a product that could treat the foot as nature intended. As mentioned in Nike, Inc’s website [18], wearing Nike Free shoes exercises some of the muscles that are basically neglected by wearing regular running shoes. Exercising these neglected muscles, will further strengthen them and can reduce chances of injuries while running. In sum, Nike Free is a combination of natural, healthy movements of the feet and traditional footwear. Figure below shows how Nike has tried to emulate the barefoot reaction of the foot into the product.



Figure 6: applying barefoot reaction of the foot into a shoe

Research Methodology

- **Data Gathering**

The information provided for this case study is a result of literature search from different websites, Business magazines, published articles, and a Nike Inc's full report [17] published in 2009.

- **Data Analysis**

Data analysis was done by reading all articles and gathered information precisely. In according to the objectives of our study, the focus of analysis was to investigate how Nike has managed the entire Nike Free project, what the challenges they faced were, and how they overcame the obstacles.

Comparing Empathic Design and NPD process previously mentioned in the report makes it obvious that design methodology of Nike Free falls in the category of traditional design. Therefore the execution phase of Nike Free follows these steps: Research and Data Capturing, Idea Screening, Produce Physical Prototype, Market Testing, and Monitoring.

Based on the analysis performed and going through all resources we had, it's suggested that during the entire life cycle of the project, management team at Nike has gone through different stages. The steps below can be clearly seen in Nike Free's management process:

Phase One, Project Initiation

At the beginning the idea of a new shoe for runners was suggested from NSRL to cooks of the innovation kitchen [6]. At initiation phase, Nike team established a project

goal which was making a new light-weight shoe for runners which not only can increase their speed but also can make improvements in their physical abilities or better to say a shoe that will enhance performance of the runners. [5], [9]

By idea generation at this phase, the project scope was defined and agreed by people from different departments who were supposed to be involved in the project. [5], [9].

Phase Two, Project Planning

The project team which was managed by Toby Hatfield, and Eric Evar talked about innumerable concepts and ideas and finally could be able to come up with a plan for a new shoe design [7]. In a brainstorming session, people from different departments sat together to create a list of things that needed to be done in order to meet the project goals [7]. Part of their plan was to investigate a scientific theory behind their idea by interviewing experts and as a result find a conjunction between these scientific theories and possible practical applications [5-9].

Phase, Three, Project Execution

At this step, Nike team put all the work into an action and started the design process to come up with a product that meets the goals they established at the project initiation phase. This phase itself includes some key steps of designing:

Research and Data Capturing

Looking for the big advance in running shoes, Research and Development team at Nike started to interview some of the most famous running coaches to see what enhancement they are looking for in running shoes and how they train their athletes [7], they even interviewed high-end athletes to see what they regularly do to improve their records [9] and in their surprise they figured that the key is training without shoes [6]. The next step was basically measuring the barefoot reactions while running. Measurements included contact areas between foot and the ground, and how the angles and toes moved. In summer 2001, Jeff Pisciotta, a biomechanics researcher at the NSRL, took 20 runners (10 men, 10 women), had them run 7 miles barefoot on the grass, filmed and recorded their performance. The runners had reflective markers and sensors attached to their joints and bottoms of their feet [8].

Idea Screening

At this step more people were involved to cook the design idea and make it more fit the target market and eliminate its unsound concepts. The in-line designers, the in-line color designers, the marketing people, material folks, and the trend folks all shared their points of view at this step [9].

Produce a physical prototype

Nike cut deep grooves into the sole of the shoe, allowing an outrageous amount of flexibility compared to normal running shoes. At this step debuts were created [6].

Market Testing (Testing the Prototype)

After producing the prototypes, Nike did a six-month actual use test by 110 ordinary runners; people who run frequently but are not necessarily World-class runners. One group, consisting of 30 men and 27 women, wore the Nike Free shoes for 30-minute runs, four times per week. There were also a control group, 30 men and 23 women; they used their regular running shoes. Aside from the 30-minute runs per week, both groups kept following their regular workout schedules. At the beginning of the six-month period, all participants were tested so that the Nike team could measure their abilities in different number of physical area including shuttle runs, lateral running, short sprints, and leg strengths. At the end of the six-month test period all these abilities were tested again to see if any changes has occurred in any of the qualities that have been previously measured. There were some slight improvements in the control group; however, the other group experienced a 10 to 20 percent improvement in their physical abilities [5], [8].

Monitoring

There was a committee whose job was to review debuts and results of the market testing. They got into details of the work to make sure it meets the requirements before launching the product [9].

Phase Four, Project Termination (Closure)

After passing the reviews and quality testing, the Nike Free got the green line which means permission for production [9]. It was launched in United States in 2004, marketing got involved and commercialization for it started. In the advertisements, it was introduced as a product which strengthens the feet in addition to using traditional shoes [5]. In fact, project termination was done after about three years by launching Nike Free 5.0 which was named based on Nike's logic on stability of shoes. Nike scales barefoot as 1.0 and traditional shoes as 10 and since the first product were half way in between it was called Nike Free 5.0[6].

Post Project Activity (Value Analysis)

Nike didn't want to launch a product that has a potential of injuring people after use, therefore they acted cautiously and Hatfield says "We went in between of completely barefoot and our highest-stability shoe. [6]"

Using surveys, they performed value analysis after launching the first product. Different people including athletes and ordinary runners were involved in the survey's focus group. Nike Research and Development team used user's opinions and feedbacks in order to reach to their ultimate goal of barefoot biomechanics. They gradually

increased barefoot emulation and up until now, even Nike Free 1.0 is being commercialized [5], [18].

Figure below shows Nike Free5.0 and Nike Free 1.0, as you can see the difference in their soles is obvious.



Figure 7: Nike Free 5.0 vs. Nike Free 1.0

Project Management Challenges during the Process

- **Chaos during Design Process**

Nike was giving freedom to its designers to use their passion and creativity unreservedly to be able to transform the barefoot experience into shoes; however, this would cause a chaos during a design procedure. Therefore, management team assigned a person to turn the passion into profits [9]; or in other words to harness the mess while encouraging designers to have creativity and telling them what should be expressed in the design as a brand [9]. In order to decrease the chaos and increase intra-program involvement, during all these steps of creation of the Nike Free, there has been a person called “Creative Director”, whose job was mixing up inspiration, aspiration, expectations, directions, and instructions [9].

- **Communication with Marketing Team**

Nike intention in producing Nike Free was bringing a new training shoe to the market, not replacing the regular shoes [8]. Therefore product positioning played an important role in success of the project. Hence, the management team had to have a good communication with marketing people to make sure that Nike Free is advertised as a new training shoe to improve the running skills not as a replacement for traditional shoes [5].

- **Communication with customers**

Nike management noticed that in order to have a good product positioning, education is a pivotal factor. It was hard to bring the Nike Free to public at the first place. Therefore, in order to communicate better with customers, create awareness, and avoid misunderstandings, the decision was made to first distribute Nike Free among key people such as running coaches, podiatrists, and physiotherapists (first adapters) to make them familiar with the concept of Nike Free [5].

- **Gap between the Staff**

Even though Nike is known for technological innovations, interestingly in the process of Nike Free Design, management saw some resistance from Nike team involved in the project [6]. Facing this resistance, in order to kill this skepticism among team, more time was spent on idea screening and testing the product. Therefore, Nike Free can be considered as one of the most tested products that have been produced by Nike so far [5], [6].

- **Scheduling**

Due to disagreement and resistance among team members, prototype testing step took more time than it was planned to and as a result it caused a delay in launching date of Nike Free 5.0[6].

Results

As a general rule of thumb, Nike has a design philosophy considered in its shoe design process; it should demonstrate three visual criteria:

1. **“Attract** customers with iconic design, clean and simple.
2. **Engage** customers with three-dimensional crafts that are fully designed and holistic.
3. **Capture** customers with the idea of emotional coding and discovery elements. [9]”

Overall, the purpose of Nike is not to replace the traditional shoes with Nike Free; instead they are aiming to enhance the performance of athletes as a training shoe. However, the Nike Free isn't for runners only, the fundamental idea behind the Nike Free is to make the shoe fit the foot, instead of making foot fit the shoes which can be seen in previous shoe designs; the long-term goal is to further strengthen the feet.

Conclusion

The aim of our study was to analyze the way of managing Empathic Design using Nike's N7 footwear product as a case study to elaborate the process. And then compare it with Nike Free footwear product design that has more traditional approach than the N7. Results were derived from the two case studies, which had different perspectives of the designing processes and the targeted people.

The results were in line with the Empathic Design study, showed that this kind of design focuses on observations by targeting special segments to provide an authentic design product and improve the life of others. Our research supplemented these results through offering insights on empathic design and conventional design, also on how they can be beneficial in term of designing.

Results indicated that to design a product for a specific group, the company has to set up a team to do a research by directly observing, and contacting with the target group. Consequently, the gathered information can be used for more creative and innovative ideas, and also meet customer satisfaction. Traditional design process is more focused on marketing and income from the customer through the use of interviews, surveys, or focus groups. The traditional design process is concerned about doing some market testing, advertising the product to public, and analyzing the value after releasing. Our study had some limitations because of the company's policies of releasing details about the projects work process for both case studies.

We went through the steps of each case study's design process as they apply within the phases of any project's life cycle; initiation, planning, execution, and project closure; taking in consideration the project's post work. The design process in each firm or company can be different from one to the other, especially during the products design process or because of the project's objectives, goals, targets, and ways of implementation. Each company can chose the best design process to implement what fits the firm's strategy.

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Appendix 1

Case Study: Apple product design process

Apple's design

Many people in fact are very amazed with the quality of Apple products have, either it is new phenomenon product or a product based on repeatable principles. The question here is how Apple gets ideas and what kind of approach Apple use to come up with attractive products. The answer has revealed by Michael Lopp's (a Senior Engineering Manager at Apple) in an interesting presentation at SXSW to evaluate how Apple can design when many other firms try and not succeed.

The Process

- **Pixel-perfect mockups are critical:** Pixel-perfect means every designer of a piece of apple product initiate an identical image to each pixel which is the unit of composition on Television screen and computer display, this perfection requires a hard work and consumes a large amount of time, but it is very crucial to give the complete feeling to whole product. Doing this precise detail design for the mockups overcome all ambiguity, and it opens the opportunity to everyone knows and can see and critique how the final product looks like. This helps to neglect the need to correct mistakes later on.
- **10 to 3 to 1:** implementing the Pixel-perfect approach, Apple design 10 entirely different mockups of any new feature. These are not normal mockups, they represent the same feature with different way, coming up with 10 design is very fruitful to the product specifications. After that, they narrow down the 10 design to 3 by using a certain criteria which the team spends months on developing it. Eventually, team comes up with one out of three which considers the final concept represents the extraordinary work for production. This approach creates an enormous opportunity to come up with creative and blockbuster products, but on the other hand it means 90% of the work done is thrown away which is very costly and other organization wouldn't accept doing this approach.
- **Paired design meetings:** the teams of engineers and designers get together for two complementary every week.
- **Brainstorm meeting:** This meeting involves free thinking without any constraint and rules As Lopp said "go crazy". During the brain storm meeting every one starts throwing ideas in

developing and enhancing either new or an exciting product or proposes solutions to particular problems.

- **Production meeting:** It is completely opposite of the brain storm meeting, the designers and engineers required to establish a structure around this crazy ideas and how to make it work in reality

These processes of the two meeting every week continue during the developing of a new products or any application, this keep the door open for any option to create a creative ideas even at the final stages. This is why you might hear stories about Steve Job terminating a finished concept at a last stage, so you can understand why team operates like this.

- **Pony meetings:** this meeting is held every two weeks to introduce the design to the decision makers, so they can have an impact based on their perception how the final products should be. "Pony" meeting is referred to Lopp's description of the experience of senior managers dispensing their wisdom and wants to the development team when discussing the early specifications for the product. The senior Managers describing what they want, and since their decision is very crucial, you cannot ignore them, but the team should align their vision with the senior manager's expectations and help them understand the ideas. This meeting gives the senior managers the clear visible picture about the process and let them interfere during the process to save the team from tossing the idea because the decision makers are not involved.

One major point that Apple does not do market research, this was mentioned straight forward from Job's "we don't do market research " Apple scoff at the idea of target markets, and they don't implement focus groups because everything Apple design is based on the guts and the perception of the team. The process of new product development start as follow: What do we hate? (Our cellphones.) What do we have the technology to make? (A cellphone with a Mac inside.) What would we like to own? (You guessed it, an iPhone.) "One of the keys to Apple is that we build products that really turn us on," says Jobs.

- **Apple has a very small team who designs their major products:** the team consists of a dozen to twenty designers who considered the brain behind the exceptional extraordinary product that Apple has launched to the market since 1998. The NPD is driven by the select group of the world elite designers.

Jobs himself has delegated away many of his day-to-day operational responsibilities to enable himself to focus half of his week on the high- and very low-level development efforts for specific products.

Appendix 2

Air Native N7 [Mens]

Nike+ Ready Shoe
Nike+ pocket located under the sock liner, inside the midsole of the left shoe, provides a secure place for the sensor.

CONSIDERED DESIGN

This performance product represents our ongoing commitment to design innovation. When it comes to finding the best solutions for both athletes and the planet, there is no finish line.

SUGGESTED PRICE \$42.80
CATEGORY Running
GENDER Mens
SILO N7/Cushioning
SEASON Holiday 2009

UPPER

- 1 Men's-specific last is designed to fit the Native American foot shape; the last is two widths wider in the toe box than the traditional width of a Nike shoe.
- 2 Naturebuck leather is processed in an environmentally preferred manner and provides comfort and durability.
- 3 TPU overlay on the toe box enhances durability and protection in this high-wear area.
- 4 Laces are made with 100%-recycled material to reduce the impact on the environment.
- 5 Seamless upper is lined with comfortable mesh material to help reduce irritation and enhance breathability for a comfortable fit.
- 6 EVA foam sockliner is 7mm thick (compared to standard 4mm) for added support and cushioning, and it is lined with a soft, durable mesh material for added comfort.
- 7 Design details and graphics tie this shoe back to the N7 product line, engineered for higher performance and lower environmental impact.

MIDSOLE

- 8 Footbed has been made wider as well as the upper material to give this shoe a "true width."
- 9 Encapsulated Nike Air unit in the heel provides lightweight cushioning.
- 10 Lightweight, resilient injected Phylon midsole provides added cushioning and accommodates a Nike+ sensor.
- 11 Radial heel crash pad helps absorb the initial shock of impact and helps smooth the transition from contact to midstance.

OUTSOLE

- 12 Deep flex grooves along the length and width of the shoe's base are engineered to contribute flexibility and promote a smooth, efficient stride.
- 13 Environmentally preferred rubber on the outsole is durable, and provides great multi-surface traction.
- 14 Low-profile Waffle pattern on the outsole provides traction on a variety of surfaces.

KEY PRODUCT FEATURES

- Men's specific last is designed to fit the Native American foot shape; the last is two widths wider in the toe box than the traditional width of a Nike shoe.
- Encapsulated Nike Air unit in the heel provides lightweight cushioning.
- Design details and graphics tie this shoe back to the N7 product line, engineered for higher performance and lower environmental impact.

CONSUMER PROFILE
This first-of-its-kind performance shoe developed for walking, running, and fitness activities is built on a new and unique last created to address the specific morphology of the Native American foot. This shoe is exclusively available to Native communities through Health Promotion and Disease Prevention programs.

INSIDE SCOOP
Did you know there are special design features on this shoe that represent Native culture? The arrow symbol found on the shoe signifies moving forward, and the N7 enclosed in a circle design represents the circle of life philosophy in Native culture—North, East, South, and West.

The N7 product line is designed with the environment and the future of the Native community in mind. During the creation of these products, careful consideration is given to the impact that will be felt by the next seven generations. To lessen the negative impact on the environment, all products within the line are engineered around Nike Considered standards for higher performance and lower environmental impact. In addition, a portion of profits from the N7 product line will go directly to the N7 fund, which supports sport through social change in the Native community, providing a positive impact on the next seven generations.

STYLE# 318462
COLOR CODE(S) 002
SIZE RANGE 7-12, 13, 14
RELEASE DATE 10/1

For training purposes only.
OrthoLite is a trademark of O2 Partners LLC.

Figure 7: ho09_n7_air_native_m

Air Native N7 [Womens]

Nike+ Ready Shoe
Nike+ pocket located under the sock liner, inside the midsole of the left shoe, provides a secure place for the sensor.

CONSIDERED DESIGN

This performance product represents our ongoing commitment to design innovation. When it comes to finding the best solutions for both athletes and the planet, there is no finish line.

SUGGESTED PRICE \$42.80
CATEGORY Running
GENDER Womens
SILO N7/Cushioning
SEASON Holiday 2009

UPPER

- 1 Women's-specific last is designed to fit the Native American foot shape; the last is four widths wider in the toe box than the traditional width of a Nike shoe.
- 2 Combination mesh and Spirit leather is processed in an environmentally preferred manner and provides comfort, durability, and enhanced breathability.
- 3 TPU overlay on the toe box enhances durability and protection in this high-wear area.
- 4 Laces are made with 100%-recycled material to reduce the impact on the environment.
- 5 Seamless upper is lined with comfortable mesh material to help reduce irritation and enhance breathability for a comfortable fit.
- 6 EVA foam sockliner is 7mm thick (compared to standard 4mm) for added support and cushioning, and it is lined with a soft, durable mesh material for added comfort.
- 7 Design details and graphics tie this shoe back to the N7 product line, engineered for higher performance and lower environmental impact.

MIDSOLE

- 8 Footbed is wider like upper material to give this shoe a "true width."
- 9 Encapsulated Nike Air unit in the heel provides lightweight cushioning.
- 10 Lightweight, resilient injected Phylon midsole adds cushioning and accommodates a Nike+ sensor.
- 11 Radial heel crash pad helps absorb the initial shock of impact and helps smooth the transition from contact to midstance.

OUTSOLE

- 12 Deep flex grooves along the length and width of the shoe's base are engineered to contribute flexibility and promote a smooth, efficient stride.
- 13 Environmentally preferred rubber on the outsole is durable, and provides great multi-surface traction.
- 14 Low-profile Waffle pattern on the outsole provides traction on a variety of surfaces.

KEY PRODUCT FEATURES

- o Women's-specific last is designed to fit the Native American foot shape; the last is four widths wider in the toe box than the traditional width of a Nike shoe.
- o Encapsulated Nike Air unit in the heel provides lightweight cushioning.
- o Design details and graphics tie this shoe back to the N7 product line, engineered for higher performance and lower environmental impact.

CONSUMER PROFILE

This first-of-its-kind performance shoe developed for walking, running, and fitness activities is built on a new and unique last created to address the specific morphology of the Native American foot. This shoe is exclusively available to Native communities through Health Promotion and Disease Prevention programs.

INSIDE SCOOP

Did you know there are special design features on this shoe that represent Native culture? The arrow symbol found on the shoe signifies moving forward, and the N7 enclosed in a circle design represents the circle of life philosophy in Native culture—North, East, South, and West.

The N7 product line is designed with the environment and the future of the Native community in mind. During the creation of these products, careful consideration is given to the impact that will be felt by the next seven generations. To lessen the negative impact on the environment, all products within the line are engineered around Nike Considered standards for higher performance and lower environmental impact. In addition, a portion of profits from the N7 product line will go directly to the N7 fund, which supports sport through social change in the Native community, providing a positive impact on the next seven generations.

STYLE # 318463
COLOR CODE(S) 102
SIZE RANGE 6.5-11
RELEASE DATE 10/1

For training purposes only

OrthoLife is a trademark of C2 Partners LLC.

Figure 8: ho09_n7_air_native_w

Air Native N7 [Mens]

Nike+ Ready Shoe
Nike+ pocket located under the sock liner, inside the midsole of the left shoe, provides a secure place for the sensor.

CONSIDERED DESIGN
This performance product represents our ongoing commitment to design innovation. When it comes to finding the best solutions for both athletes and the planet, there is no finish line.

SUGGESTED PRICE \$42.80
CATEGORY Running
GENDER Mens
SILO N7/Cushioning
SEASON Spring 2010

UPPER

- Men's-specific last is designed to fit the Native American foot shape; the last is two widths wider in the toe box than the traditional width of a Nike shoe.
- Naturebuck leather is processed in an environmentally preferred manner and provides comfort and durability.
- TPU overlay on the toe box enhances durability and protection in this high-wear area.
- Laces are made with 100%-recycled material to reduce the impact on the environment.
- Seamless upper is lined with comfortable mesh material to help reduce irritation and enhance breathability for a comfortable fit.
- EVA foam sockliner is 7mm thick (compared to standard 4mm) for added support and cushioning, and it is lined with a soft, durable mesh material for added comfort.
- Design details and graphics tie this shoe back to the N7 product line, engineered for higher performance and lower environmental impact.

MIDSOLE

- Footbed has been made wider as well as the upper material to give this shoe a "true width."
- Encapsulated Nike Air unit in the heel provides lightweight cushioning.
- Lightweight, resilient injected Phylon midsole provides added cushioning and accommodates a Nike+ sensor.
- Radiused heel crash pad helps absorb the initial shock of impact and helps smooth the transition from contact to midstance.

OUTSOLE

- Deep flex grooves along the length and width of the shoe's base are engineered to contribute flexibility and promote a smooth, efficient stride.
- Environmentally preferred rubber on the outsole is durable, and provides great multi-surface traction.
- Low-profile Waffle pattern on the outsole provides traction on a variety of surfaces.

KEY PRODUCT FEATURES

- Men's specific last is designed to fit the Native American foot shape; the last is two widths wider in the toe box than the traditional width of a Nike shoe.
- Encapsulated Nike Air unit in the heel provides lightweight cushioning.
- Design details and graphics tie this shoe back to the N7 product line, engineered for higher performance and lower environmental impact.

CONSUMER PROFILE
This first-of-its-kind performance shoe developed for walking, running, and fitness activities is built on a new and unique last created to address the specific morphology of the Native American foot. This shoe is exclusively available to Native communities through Health Promotion and Disease Prevention programs.

INSIDE SCOOP
Did you know there are special design features on this shoe that represent Native culture? The arrow symbol found on the shoe signifies moving forward, and the N7 enclosed in a circle design represents the circle of life philosophy in Native culture—North, East, South, and West.

The N7 product line is designed with the environment and the future of the Native community in mind. During the creation of these products, careful consideration is given to the impact that will be felt by the next seven generations. To lessen the negative impact on the environment, all products within the line are engineered around Nike Considered standards for higher performance and lower environmental impact. In addition, a portion of profits from the N7 product line will go directly to the N7 fund, which supports sport through social change in the Native community, providing a positive impact on the next seven generations.

STYLE # 318462
COLOR CODE(S) 002
SIZE RANGE 7-12, 13, 14
RELEASE DATE 10/1

For training purposes only

OrthoLite is a trademark of O2 Partners LLC.

Figure 9: sp10_n7_air_native_m

Nike+ Ready Shoe
Nike+ pocket located under the sockliner, inside the midsole of the left shoe, provides a secure place for the sensor.

CONSIDERED DESIGN
This performance product represents our ongoing commitment to design innovation. When it comes to finding the best solutions for both athletes and the planet, there is no finish line.

SUGGESTED PRICE \$42.80

CATEGORY Running

GENDER Womens

SIL0 N7/Cushioning

SEASON Spring 2010

UPPER

- Women's-specific last is designed to fit the Native American foot shape; the last is four widths wider in the toe box than the traditional width of a Nike shoe.
- Combination mesh and Spirit leather is processed in an environmentally preferred manner and provides comfort, durability, and enhanced breathability.
- TPU overlay on the toe box enhances durability and protection in this high-wear area.
- Laces are made with 100%-recycled material to reduce the impact on the environment.
- Seamless upper is lined with comfortable mesh material to help reduce irritation and enhance breathability for a comfortable fit.
- EVA foam sockliner is 7mm thick (compared to standard 4mm) for added support and cushioning, and it is lined with a soft, durable mesh material for added comfort.
- Design details and graphics tie this shoe back to the N7 product line, engineered for higher performance and lower environmental impact.

MIDSOLE

- Footbed is wider like upper material to give this shoe a "true width."
- Encapsulated Nike Air unit in the heel provides lightweight cushioning.
- Lightweight, resilient injected Phylon midsole adds cushioning and accommodates a Nike+ sensor.
- Radiused heel crash pad helps absorb the initial shock of impact and helps smooth the transition from contact to midstance.

OUTSOLE

- Deep flex grooves along the length and width of the shoe's base are engineered to contribute flexibility and promote a smooth, efficient stride.
- Environmentally preferred rubber on the outsole is durable, and provides great multi-surface traction.
- Low-profile Waffle pattern on the outsole provides traction on a variety of surfaces.

KEY PRODUCT FEATURES

- Women's-specific last is designed to fit the Native American foot shape; the last is four widths wider in the toe box than the traditional width of a Nike shoe.
- Encapsulated Nike Air unit in the heel provides lightweight cushioning.
- Design details and graphics tie this shoe back to the N7 product line, engineered for higher performance and lower environmental impact.

CONSUMER PROFILE
This first-of-its-kind performance shoe developed for walking, running, and fitness activities is built on a new and unique last created to address the specific morphology of the Native American foot. This shoe is exclusively available to Native communities through Health Promotion and Disease Prevention programs.

INSIDE SCOOP
Did you know there are special design features on this shoe that represent Native culture? The arrow symbol found on the shoe signifies moving forward, and the N7 enclosed in a circle design represents the circle of life philosophy in Native culture—North, East, South, and West.

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STYLE # 318463

COLOR CODE(S) 102

SIZE RANGE 6.5-11

RELEASE DATE 10/1

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SKU SPORTS EQUIPMENT BACKGROUND

Figure 10: sp10_n7_air_native_w