



INSTRUCTIONS: TOTAL TIME FOR THIS EXPERIENCE IS 30 HOURS RUNNING

1. Participate in the world's premier experience about staging experiences.
2. This intensive experience is guided by your hosts, Joe Pine & Jim Gilmore, authors of The Experience Economy: Work Is Theatre & Every Business a Stage, serving as freewheeling "Deans" of thinkAbout U.
3. Be sure to bring your brain and your list of current business issues for which you seek to gather ideas from other like-minded but unlike-thinking professionals (i.e. they share your interest in the Experience Economy, but not your paradigms).
4. Make sure you come prepared to contribute, to collaborate, and to co-create. You, the participants - not speakers - will self-direct your own agendas and interactions.
5. The concept is elegantly simple: Great ideas stem from great conversations. While Pine & Gilmore will establish multiple contexts for various group discussions - by assigning topics as themes to a variety of Hotel Avante's common (yet not-so-common) gathering places, and by introducing a series of mental maps for "touring" each topic - participants will be free to come and go to such thinking places as they see fit.
6. Multiple representatives from the same business are encouraged to attend, as a means to gain access to multiple concurrent conversations.
7. You have thirty (30) straight hours to complete your assignment to embrace a fresh, new perspective and gather as many practical, new ideas as possible for your business.

PART I. History of thinkAbout (the past)

Answer these THREE (3) questions:

1. What is thinkAbout? When and why did it start? [5 %]
2. How have previous thinkAbout events been structured? [10%]
3. How will this year's experience differ? [35%]

PART II. thinkAbout U | an intellectual dormitory (this year)

Answer these TWO (2) questions:

1. What will be the basic flow of thinkAbout U? [10 %]
2. Answer these 4E-related questions and consider how they yield a single "sweet spot" response:

e) Esthetic: What is unique about where thinkAbout U is going to be? [5 %]

e) Escapist: In what sense will we go from "here" to "there"? [5 %]

e) Educational: What are we doing in order to learn? [5 %]

e) Entertainment: How will thinkAbout U be fun and enjoyable? [5 %]

PART III. thinkAbout U details (on site)

Answer all FOUR (4) of the following. State whether you agree, disagree, or partially agree with each statement, and WHY.

1. "One need not come with specific issues to explore to get the most out of the intellectual dormitory." [5 %]
2. "By booking all the guest rooms of the stylish Hotel Avante, and theming certain gathering places there, Pine & Gilmore plan to create a new kind of Learning Excursion^{em}, a mental journey that will prove as stimulating as the physical tours of previous thinkAbout events." [5 %]
3. "Pine & Gilmore will once again share their Top Ten list of experiences and bestow their coveted EXPY (Experience Stager of the Year) award." [5 %]
4. "Something Pine & Gilmore call 'Brain-dorming' will be used to encourage every participant to provide ideas for all their fellow participants about how to stage new and better experiences in their businesses." [5 %]

PART IV. thinkAbout U registration (act now)

As the Hotel Avante has only so many rooms, thinkAbout U can accommodate only 72 participants. To ensure you are amongst them, complete this final ONE (1) task:

How does one register for thinkAbout U | an intellectual dormitory? [100% bonus]



HOSTS: B. Joseph Pine II & James H. Gilmore

EVENT: thinkAbout U | an intellectual dormitory

DATE: September 25 + 26, 2002

LOCATION: Hotel Avante | Mountain View, CA

PART I.

1. thinkAbout is our annual flagship experience where we, Pine & Gilmore, host a gathering of professionals interested in the emerging experience economy. This year's thinkAbout will be our fifth such get-together, having first staged the event in 1998 in Cleveland. We followed that with Los Angeles in 1999 (including getting together at Paramount Studios in Hollywood), experience hub Chicago in 2000, and Las Vegas, the experience capital of the world, last year.

The event presents an opportunity for us to practice what we preach about staging experiences, unencumbered by the limitations that often accompany the various conference venues at which we speak. (An association executive or two has been known to attend thinkAbout just to take away ideas for their own meetings and events!) More importantly, thinkAbout creates a forum for those who share our passion for and commitment to seeing businesses launch new experience- and transformation-based innovations into the marketplace.

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2. While we naturally refresh the experience from year to year, here's how we've basically come to structure each of our past thinkAbouts:

Day One AM -

We've always invited outside talent to kick-off the event with a provocative point-of-view related to the experience economy (futurist Stan Davis in Cleveland; performance

theorist Sally Harrison-Pepper in LA, music leader Gary Muszynski and One World Music in Chicago, and placemaker Jon Jerde in Las Vegas).

Day One PM -

We've traditionally embarked on a Learning Excursion[™]: a parade of placards and props in Cleveland; a scavenger hunt of the Service Economy on the streets of LA; a march down Chicago's Magnificent Mile; and, a ten-hour, ten-stop, tour-until-midnight outing in Vegas.

Day Two AM -

We've creatively developed and employed a new-to-the-world method of debriefing the lessons learned from the previous day - from "Thinking with Toys" the first year to last year's use of Joycam photos to make collages for each Day One tour stop, and then launching into ten distinct learning experiences inspired from each stop and by each collage.

Day Two PM -

We've then closed thinkAbout with a presentation of our Top Ten list of experiences that we recommend participants take in during the course of the coming year. For each, we pose a specific question - drawn from the exemplar's practices and aimed at provoking new ideas for participants. Starting with our second thinkAbout, we've bestowed our coveted Experience Stager of the Year award to the enterprise named

as #1. Along with the title comes a bronze statue - the EXPy - that we commissioned Texas sculptor Trace Guthrie to design and produce. It's a 3-D version of the commedia dell'arte character that graces the cover of our book, The Experience Economy.

The last two years we've also included an (optional) post-event experience for those interested in spending some more time with us and with each other. We book-ended One World Music with Blue Man Group in Chicago and last year went to see Cirque du Soleil in Vegas. It's included in the cost of admission - but we've only let those who register know what it will be.

We share this background as a platform to describe next what you can expect this year at thinkAbout U | an intellectual dormitory. We'll share only some details, as we pride ourselves on building suspense and surprising each guest; we value most the participation of those who need to know the least about exactly what's planned. (If this describes you, skip to PART IV and register immediately!)

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3. Much of the philosophy behind thinkAbout remains the same this year: We'll put the drama in motion, but let you write the script; we'll ask questions more than prescribe answers (being believers that we can make our most valuable contributions as business dramaturgs - outside experts to

your enterprise – by posing provocatively useful questions that you wouldn't necessarily think to ask yourself; and, we'll introduce a series of "happenings" – a set of exploration protocols specifically designed to trigger fresh new thinking.

That said, here's the scoop on how our intellectual dormitory will differ from past events:

+ On the First Day, we're going to launch right into the experience without devoting an entire morning for one special guest to kick-off the event. After some brief instructions and an opening group exercise, we'll set participants loose to join in whatever discussions they choose, wherever and whenever they choose. That's not to say we haven't invited some outside talent to help stimulate all our thinking. Quite the contrary; we'll have more such experience (and experienced) expertise than ever.

First, Gary Muszynski and Sally Harrison-Pepper both will be joining us again. Gary, whose One World Music transformed our Chicago group from musical neophytes to an amazing Samba-playing ensemble, will return to help folks think through our latest framework, the Location Hierarchy Model. Sally – who wrote the seminal book on street theatre, Drawing a Circle in the Square, and led our LA gathering in depicting the Service Economy using "human sculptures" – will return to take a select few interested in

"roadtripping" from the dorm on a peripatetic learning adventure to some nearby retail establishments.

Second, we're pleased to bring in some considerable new talent. Martha Rogers of The /:/ Future fame will meet with the first seven registrants who request to have a /:/ session with her to understand how to turn every personal interaction into a customized experience. (We just couldn't resist capitalizing on Martha in this way, but in doing so must obviously limit the number of folks who will have such solo access.) Tim Sanders, Chief Solutions Officer at Yahoo! and author of Love Is the Killer App, will be our chief lovecat available for all. And Pat Esgate, Executive Editor of Entertainment Management magazine and co-author of The Entertainment Marketing Revolution, will share roving reports from her many years in the location-based entertainment field.

+ Third, we've asked our three Experience Stager of the Year award winners to play a special role as well, providing insights from their unique perspectives. Amy Nedoss, head of marketing at American Girl Place (our inaugural EXPY winner), will be on hand, as will founder & Chief Inspector Robert Stephens of The Geek Squad (our '00 EXPY winner). And of course Chip Conley, founder & CEO of JDV Hospitality (last year's EXPY winner), will be there – how could he miss the staging of thinkAbout at his very own experience stage, the Hotel Avante?

We would be remiss not to mention the obvious: we'll of course be joining you as well! With Joe serving as Dean of the College of Framework Development and Jim as Dean of the College of Improvisational Thinking, we'll be mingling with everyone in surprising and fruitful ways. But we won't be giving any speeches, leading any groups, or dominating any discussions. We'll of course be constantly thinking about you, for you, and with you. For while thinkAbout U overflows with an exceptional faculty, there will be...

+ No canned presentations. No talking heads. No status quo.

Instead, we and our ensemble of special guests will be mixed into the creative flow. Participants will "own" the space while our prestigious faculty — along with the props and provocations we'll launch when appropriate — simply serve as "thinking tour stops" along the way. This speaks to one major change in this year's thinkAbout: Rather than tour some external, physical territory as in years past, we'll be touring topics in an internal, intellectual Learning Excursion™. In a sense, we'll "Talk the Walk", theming particular places at Hotel Avante to help foster your rich exploration of the issues most important to you and your business. (The experience, therefore, is not in the hotel; no, the hotel is in the experience!)

The six such places in and around Avante will have these specific themes:

- o Building Experience Businesses (in the Board Room)
- o Directing Human Performances (in the hotel lobby)
- o Transforming Individuals & Companies (in the breakfast area)
- o Exploring Authenticity (in the Hi-Fi Room)
- o Relating !/! (in, where else, Room 12/ with Martha Rogers)
- o Learning to Learn (via limo with Sally Harrison-Pepper)

We'll provide a brief statement for each topic, along with some "food for thought" questions. And for each such themed place, we'll have a "tour map" outlining some potential tour stops the group might opt to take in along the way. But by and large, we want whoever shows up in each place to define the direction of the intellectual tour by surfacing their own issues for discussion. Self-directed and self-managed, what you get out of your unique thinkAbout experience will follow from what you put into it.

We'll also have another six places for any ad hoc topics that emerge. People will be free to theme these places as they see fit, or to simply use them for purely unstructured interaction around those time-honored conversation starters: food & drink. For great ideas truly do stem from great conversations.

One thing we've learned from the first four thinkAbouts: those who choose to come to our event are both smart enough and passionate enough about their businesses to seek out the discussions that most relate to their own needs. A few people will choose to take the course expressly laid out by your hosts; others will veer occasionally in new directions. Some will forge an altogether different path (just as when we've toured physical places). That's all fine. For the first ten hours we'll all talk and listen, come and go, engage and disengage. As at every university, meals will be served cafeteria-style over prolonged durations so that one can work as one dines, or dine as a break from work. And you can be sure the food will be good (hey, this is thinkAbout!).

+ Which takes us to another difference from previous thinkAbouts: Rather than conclude the event with our Top Ten list, we will present it after dinner on the First Day. Why? Well, this year we are going to use the questions posed for each Top Ten experience to help structure our Second Day debrief. We'll do this via a creative-thinking technique we've dubbed "brain-dorming." We'll spare you the details for now. We think of it as a cross between the college dorm room door as personal expression center — remember the whiteboard and marker, the cartoons and news articles, and other such postings? — and the climatic scene in the movie *Monsters, Inc.* This brain-dorming enables every participant to provide practical new ideas to every other participant. Think about it — you'll have access to the thoughts and expertise of 71 other people similarly devoted to succeeding in the Experience Economy!

really?

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One more thing: One of us (the one who preaches and practices intentional sleep deprivation as an advanced ideation technique) plans to stay up all night in a "Burning the Midnight Oil" improvisational thinking session. (He's already loaded up his Starbucks debit card.) Participants are free to join for any, all, or none of this late-night fare. But all will benefit from the early-morning musings that appear on their dorm room doors! The other one of us (who's in obvious need of beauty rest) plans to get some sleep in order to alertly frame our concluding Second Day wrap-up session. After which, there will be no (optional) post-event. Instead, we'll be hosting an (optional) pre-event on Tuesday evening at the Hotel Arvante. You'll be sure to want to arrive early enough to participate!

PART II.

1. Given the answers to PART I, here's a look at the basic flow of events:

Day of Arrival (September 24)

- o Orientation with Pine or Gilmore — before entering the experience, sit down personally with one of us to review the specific procedures planned for the next day
- o (Optional) Pre-event — an on-site experience for those arriving in time to take it in (details to follow when you register)

First Day (September 25)

- o The Welcoming Circle – gather for a mind-warming exercise and brief instructions for the day
- o Talking the Walk – have great conversations together in the themed places of Hotel Avante
- o Counting down The Top Ten & EXPY award presentation – contemplate ten questions posed by Pine & Gilmore, leading to the EXPY announcement
- o To All Their Own – mix and mingle, or retire for the evening
- o Burning the Midnight Oil – the graveyard shift for the few and the brave night-owls among us

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Second Day (September 26)

- o Brain-dorming – everyone helping everyone think about each other's businesses
- o Breaking on Through (to the other side) – time for personal reflection and application (with your door)
- o The Parting Circle – share the major lessons learned from our individual and collective experiences

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Avante in Mountain View, California. We're truly delighted to be gathering at one of Chip Conley's wonderful boutique hotels. We love how Chip themes each of his hotels around a specific magazine (a technique he describes in his book Rebel Rules), and you'll get a kick out of how we wire in magazines – especially the one that acts as the underlying concept for Avante.

e) Escapist: In the first place, any trip away from your normal workplace provides a sense of escape. In the second place, you're coming to thinkAbout, which is anything but normal. In the third place, you're going to a particular type of experience venue that's been called a "third place" – and not just to Hotel Avante, but our intellectual dormitory layered atop it. We've booked every guest room, which allows us to involve you in some happenings that you won't encounter at any other business event.

e) Educational: What we're going to do is talk with each other. Listen to each other. Learn from each other. And we'll have just enough structure to put any apprehensive person right at ease, and little enough structure to put any approving person right to work!

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e) Entertainment: We'll tap into one of the most overlooked sources of entertainment, namely, other people. Right in the heart of Silicon Valley, the fountainhead of technologically mediated interactions, we'll enjoy the face-to-face company of

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2. Here's our fun-& perspective:

e) Esthetic: We're staging thinkAbout U on the fashionable turf of last year's EXPY winner – JDV Hospitality's Hotel

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real-live human beings — sharing a story, telling a joke, sitting back and taking it all in...

v. good

In short, thinkAbout becomes a time and a place both for sharing our most recent thinking, fostering the creative exploration of new ways of seeing the world of business, and for challenging all who participate to learn from each other's rich life experiences. Taking over the Hotel Avante breaks away from the humdrum thinking that all too often dominates our everyday workplaces, creating a great place to just be with an incredibly diverse set of business pioneers like yourself, each drawn to the same core belief that goods and services are no longer enough to build their businesses. As in past years, thinkAbout instructs participants in the possibilities that lie ahead as we complete this fundamental shift in the economy, but serves up its lessons in an exuberant and fun mix of engaging activities. For those interested in becoming leaders in the Experience Economy, thinkAbout truly hits the sweet spot.

PART III.

1. Disagree. This year's thinkAbout provides the ideal format to come with specific issues that face you and your business about staging experiences and eliciting transformations, and using 1:1 customization as a route to do so. Ask others what they think. Ask us and the talent we've gathered. But most of all, ask yourself! Once you've registered, we'll

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be sending you a pre-event kit to kick-start your preparation. Regardless of how much time you put against preparing in advance, we'll give you materials to ensure you have a hit list of specific issues to put into play for your business.

2.

Partially agree. Frankly, we're taking some risk in intellectually touring topics instead of physically touring another town. We've never done this before, but we think it the right thing to do for this event. (With further frankness, every year we try something we've never done before!) There's a need to dig deeper into the issue of leveraging experiences for business gain. We're committed to doing everything we can to foster great learning, but the success of our effort to provoke such exploration will lie with all of you who participate.

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3.

Agree. But we're going to utilize the list in a new and different way, presenting the Top Ten and EXPY midway through the event.

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4.

Agree. And we know you're just itchin' to know what brain-dorming really entails. Find out. Join us.

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PART IV.

Matriculate today! Learn tomorrow. Participation will launch you into the forefront of the Experience Economy, but remember — we're counting down 72 people and then thinkAbout U will be full! So perform one of these five activities today:

- o Phone Scott Lash at +1 (330) 405-2886 to register
- o E-mail scotlash@aol.com to initiate the registration process
- o Visit www.strategichorizons.com/think and register online
- o Fax the enclosed registration form to +1 (330) 963-4991
- o Mail the form to:
thinkAbout c/o Strategic Horizons LLP
PO Box 548
Aurora, OH 44202-0548

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What are you waiting for?

(A)

U make a compelling case!



thinkAbout U | an intellectual dormitory

September 25+26, 2002

Hotel Avante | Mountain View, CA



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