**Scenario**: The band Nirvana (client) comes to you (agency) seeking help. Their music sales have dropped so they want a new advertising poster to drive up sales.

**Objective**: To find out what the real problem is and suggest possible solutions (not actually design a band poster). Note: The first inclination students will have is to literally design a band poster because the client suggested it. The client/professional relationship is often perceived as authoritative—"I'm paying you so you do what I want, and I want a poster." This activity can be a good springboard to discussion on value of professional design services and professionalism in general.

**Specifications**: Each group must identify and present at least five possible reasons why sales are down and five possible solutions to fix the real problem.

**Process**:

1. Form small groups (three–four students per group).

2. Analyze the presented problem—the obvious problem is that sales are down, the real problem is why sales are down. This is what you're after.

3. Analyze the real problem and have students list possible reasons why sales are down. Possibilities include: Nirvana music style is no longer popular, etc. Preposterous reasons are all right at this point. The idea is to have students think about the possible underlying issues driving the presented problem.

Once the real problem has been identified, appropriate solutions can be developed.

4. Come up with solutions to the list of possible problems. Example: problem—lead singer is dead; solutions—a. current lead singer is terrible (define terrible) and a new one is needed, etc… The real issues are what you're after. Thinking about hypothetical solutions is an added bonus and can be fun. There are no "wrong" ideas at this point.

**Hints**: Let students be silly. Play is a useful tool in the creative process

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| Nirvana Problem | Nirvana Solution |
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