

# NIKE's INNOVATION KITCHEN

Ben Shaffer: Innovation Means Building a Safe Space for Failure

<https://www.youtube.com/watch?v=oj6agACsuUo>



is both a GREENHOUSE (an incubator for incubation), as well as a POWERHOUSE (i.e., a farm and reaping field), in which to nurture fragile insights and ideas!

**This is the major difference between Nike Trainers and all others.**

**Mrs. Bowerman's waffle irons.**

The well-publicized "Waffle Sole" blossomed from Bill Bowerman's breakfast table. The world famous distance coach originally conceived the waffle as an alternative to spike shoes for all-weather tracks. This unique sole design has been modified and incorporated into two revolutionary shoes, the "Oregon Waffle" racing flat and "Waffle Trainer" long-distance training shoe. The Waffle Trainer was designed in cooperation with Orthopedic surgeons and has produced the most advanced trainer available. The wide-flared heel, the extended heel counter and beveled strike area provides stability and helps insure proper foot-strike and toe-off. And all that was before breakfast.

These two fine running shoes are available from the Athletic Department Mail Order store. For mail order include \$1.50 handling and shipping for the first pair and \$.75 each thereafter, \$1.00 for air.

The Athletic Department Mail Order  
P.O. Box 743 Beaverton, Oregon 97005  
Waffle Trainer . . . 27.95, 5 or more 22.95  
Oregon Waffle . . . . . 24.95, 5 or more 19.95

the athletic department

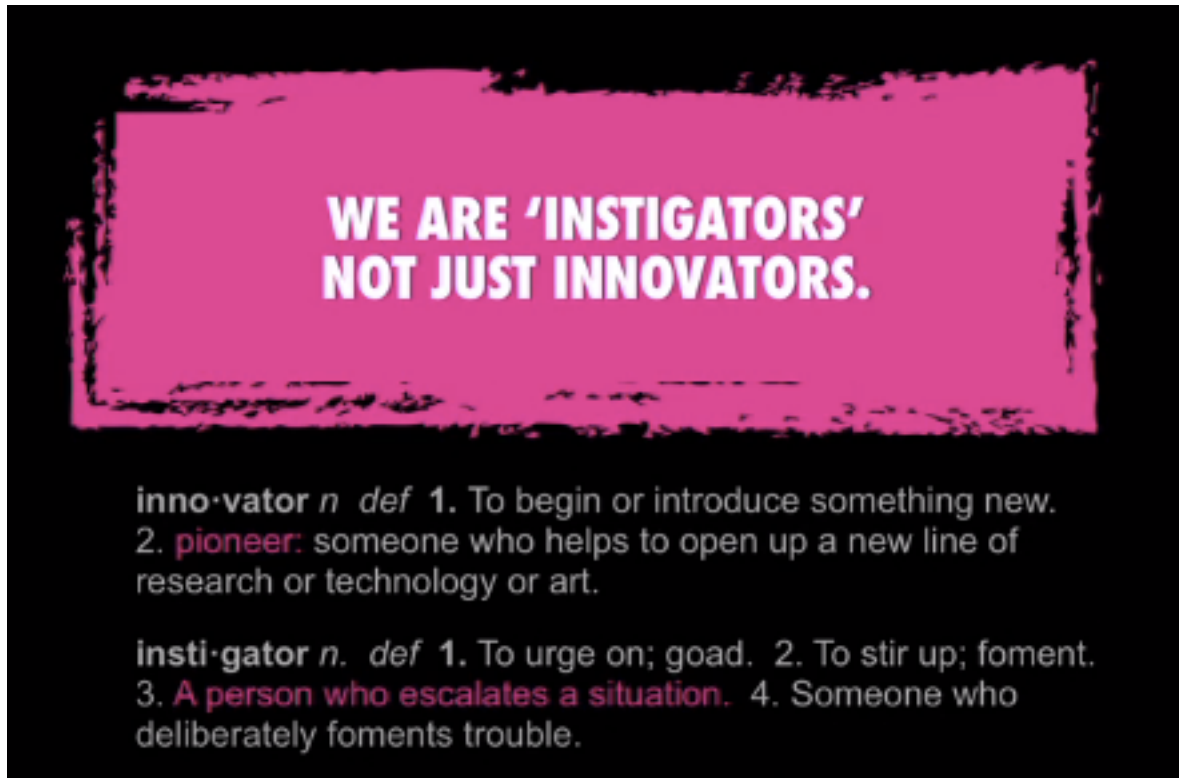
1317 Westwood Blvd. 195 Concord Street Bernard Mall  
Los Angeles, California 90024 Framingham, Mass. 01701 Beaverton, Oregon 97005

363 Bloomfield Avenue 4733 S. E. Hawthorne Blvd. 2114 Addison Street 99 W. 10th, Suite 104  
Montclair, New Jersey 07042 Portland, Oregon 97216 Berkeley, California 94704 Eugene, Oregon 97401





Shaffer shows me some of the 195 major iterations the Flyknit went through as we tour the Kitchen.



**WE ARE 'INSTIGATORS'  
NOT JUST INNOVATORS.**

**inno·vator** *n.* *def* 1. To begin or introduce something new.  
2. **pioneer**: someone who helps to open up a new line of research or technology or art.

**insti·gator** *n.* *def* 1. To urge on; goad. 2. To stir up; foment.  
3. **A person who escalates a situation.** 4. Someone who deliberately foments trouble.



**INCUBATE FOR FAILURE.  
BUILD IT.  
LISTEN TO THE ATHLETE (USER).**

<https://9to5mac.com/2013/09/27/apple-hires-one-of-nikes-top-fuel-band-designers-to-work-on-wearable-devices/>