FIRST PERSON®

Story at the Center™

THE SECRET WEAPON OF CATEGORY LEADERS

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Executive Summary

In today's hypercompetitive landscape, excellence in talent, technology, and processes have become table stakes. Despite strong products and solid business models, organizations struggle to break through and achieve market leadership.

The core challenge isn't products, people, or technology—it's the inability to make the market understand why you matter.



The Seven Critical Challenges to Market Leadership

Market leaders face seven fundamental challenges that consistently undermine their potential:



THE FRAGMENTATION OF VISION

As companies grow, their story splinters across divisions, creating internal and external confusion that erodes trust and engagement.



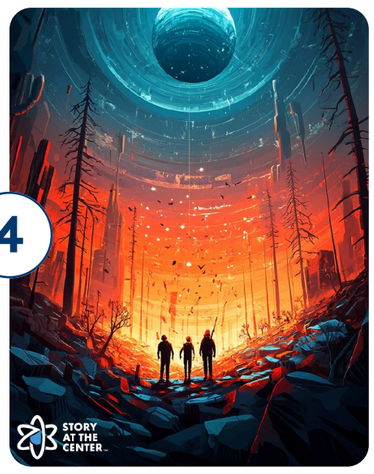
THE COMMODITIZATION OF EXCELLENCE

In saturated markets, superior products alone no longer guarantee differentiation, leading to struggles in standing out among competitors.



THE INNOVATION PARADOX

Risk aversion leads to incremental improvements rather than transformative breakthroughs, allowing more agile competitors to reshape industries.



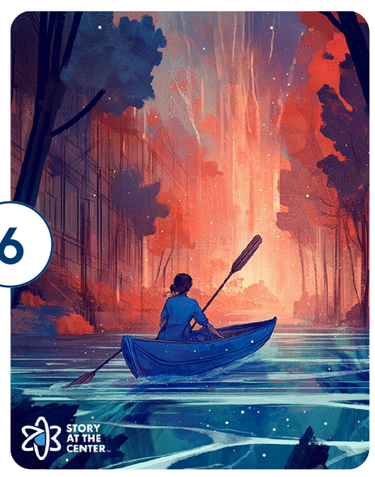
THE COMPLEXITY PARADOX

Rapid expansion introduces layers of complexity, resulting in internal misalignment and conflicting priorities.



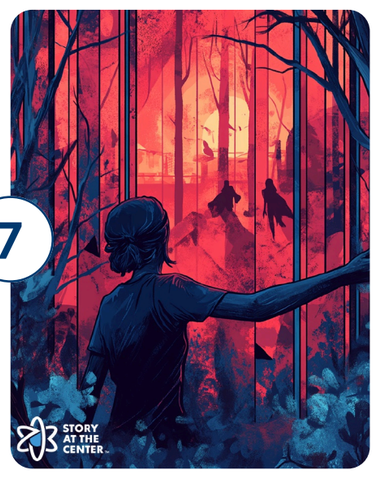
THE ENGAGEMENT ENIGMA

Despite increased marketing investments, organizations fail to resonate with audiences, leading to low engagement and diminished ROI.



THE COMPETITIVE DRIFT

Without a unified story, organizations find themselves reacting to market trends rather than defining them.



THE LEADERSHIP LAPSE

Even visionary leaders struggle to articulate their vision clearly, resulting in strategic initiatives that fail to gain traction.



THE ATOMIC MODEL

The Story at the Center System

Story at the Center transforms organizations by elevating story from a messaging tool into an operating system that unites strategy, execution, and culture. This systematic methodology is built on three core elements:







VISION

Moving beyond stating where you're going to why anyone should care

CATEGORY

Defining and owning the market space rather than just participating in it

NARRATIVE

Creating the connective tissue that bridges vision and execution

These elements are mobilized through two dynamic forces:

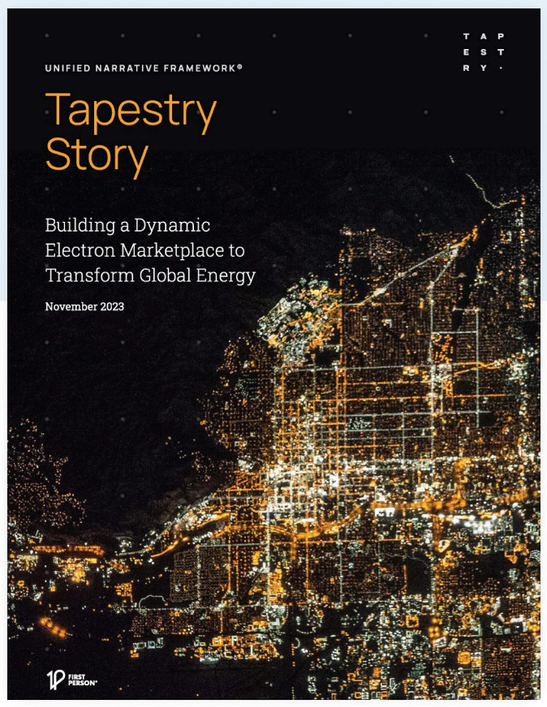
ALIGNMENT

Engaging leadership and employees in owning the story

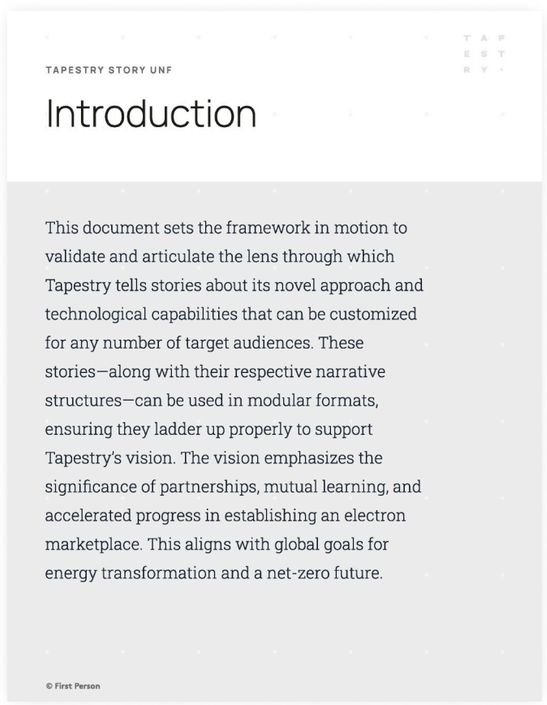
ACTIVATION

Bringing the story to life for market impact

The Unified Narrative Framework



The **Unified Narrative Framework®** (UNF®) transforms Story at the Center from concept to reality. It captures your organization's collective intelligence and transforms it into a coherent narrative everyone can understand and use to fuel growth.


TAPESTRY STORY UNF

Introduction

This document sets the framework in motion to validate and articulate the lens through which Tapestry tells stories about its novel approach and technological capabilities that can be customized for any number of target audiences. These stories—along with their respective narrative structures—can be used in modular formats, ensuring they ladder up properly to support Tapestry's vision. The vision emphasizes the significance of partnerships, mutual learning, and accelerated progress in establishing an electron marketplace. This aligns with global goals for energy transformation and a net-zero future.

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> Think of the UNF as a bridge between where you are and where you want to be

Think of the UNF as a bridge between where you are and where you want to be—a living document that helps your entire organization understand and activate your story.

The UNF isn't fixed; it adapts to your specific needs—whether you're launching new products, entering new markets, or transforming your entire business.


TAPESTRY STORY UNF

Story Beats

1 Glimpse of the Future	Impact of a Net-Zero Future	What if our aging, one-way power grid transformed into a dynamic, bi-directional network? What does it mean to unlock energy's true potential?
2 The Net-Zero Energy Era	The Next Seismic Societal Shift	A pattern emerges when closed systems integrate with other emerging technologies. It's happening again.
3 The Opportunity Delta	Tackling Two Crises at Once	The vicious cycle of climate change and the emerging energy crisis create enormous opportunity for a new energy model.
4 Upgrade the Grid	The All-Systems Approach	We need a reliable, resilient, renewable global approach to energy, capable of serving today and tomorrow. The grid is the linchpin. All systems must converge.
5 Superhuman at Every Stage	See It, Model It, Act On It	Each stage requires new technology that doesn't simplify the problem, and a unique ability to abstract complex information at scale.
6 Build Smarter, Learn Faster, Advance Together	The Virtuous Cycle	The more valuable these tools are, the more they will be used—generating more insight, adding more value to the models, and leading to more use. Exponential growth is the key.
7 Vision of the Future	From Climate Change to Human Change	The opportunity to transform energy to better the world and usher in a new future-energy economy has never been greater.

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THREE: THE OPPORTUNITY DELTA

Tackling Two Crises at Once

Climate Change Crisis

THREE: THE OPPORTUNITY DELTA

Tackling Two Crises at Once

Emerging Energy Crisis

Breaking the Vicious Cycle

We already know that breaking the cycle of carbon dependency in power generation would reduce 25% of all carbon emissions. The grid being able to support the inevitable demand of transportation electrification will get us even *farther*, as the transportation sector generates the largest share (28%) of emissions.[19]

Measurable Impact

Organizations implementing **Story at the Center** consistently demonstrate:

36%
Increase in customer loyalty[1]

26%
Revenue acceleration[2]

40%
Faster market growth[3]

30%
higher employee retention rate[4]

15%
reduction in capital expenses[5]

- Research shows that companies with strong alignment between **strategy** and **story** outperform their peers by:

2.1x	2.5x	3.0x
In operational resilience[6]	In financial performance[6]	In growth[6]

1. The State of Marketing 2021 Report, Salesforce; 2. "The Power of Storytelling in Business," Entrepreneur; 3. "The Profit Power of Category Leadership," Bain & Company; 4. "The Power of Storytelling in Employee Engagement," Gallup; 5. McKinsey & Company, "How capital expenditure management can drive performance" + The Tambellini Group, "Why Strategic Alignment Matters More Than Budget Size"; 6. The State of Organizations 2023, McKinsey.

The Path Forward

Success requires treating **Story at the Center** as an operating system—not a one-time initiative.

Through the Unified Narrative Framework, organizations can systematically transform their potential into sustained market leadership. This framework bridges the gap between strategic intent and market impact, combats fragmentation, and creates clear guidelines for consistent storytelling across every audience and channel.

The journey to category leadership demands more than excellent products or efficient operations. It requires a fundamental shift in how organizations operate, moving story from a communication tool to the center of strategy and execution.

The question isn't whether you have a story. The question is:

Is your story driving your business forward?



Start the Conversation with First Person