



# Innovation & Creativity

Breakfast Seminar  
Marriott Courtyard  
September 20, 2007



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**biznessence**

# Who we are...



- Alfons Ameel
  - **Business Consultant**
    - Mainly in the area of **Strategy Development**
  - **Trainer/Coach**
    - Domains of expertise - **Sales, Marketing, General Management**
  - Background
    - **Economist/Marketer** with a wide international experience in B2B, in FMCG and in professional business services
  - Partner/founder - **biznessence**

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# Who we are...



- Christian De Neef
  - **Business Consultant**
  - **Expert in Knowledge & Content Management**
  - Former Director at **Fujitsu Consulting** (2005)
  - Partner - **biznessence**
  - Founding Partner - **RomAdvice**

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# Agenda

- **Setting the scene**
  - Innovation vs. Creativity: What's the difference?
- **Be Better**
  - Thinking beyond Product or Service Innovation...
- **Be Different**
  - Using Creativity as a stepping stone to innovation...
- **Putting it all together**
  - Setting the right agenda for Innovation & Creativity

# [ Innovation vs. Creativity

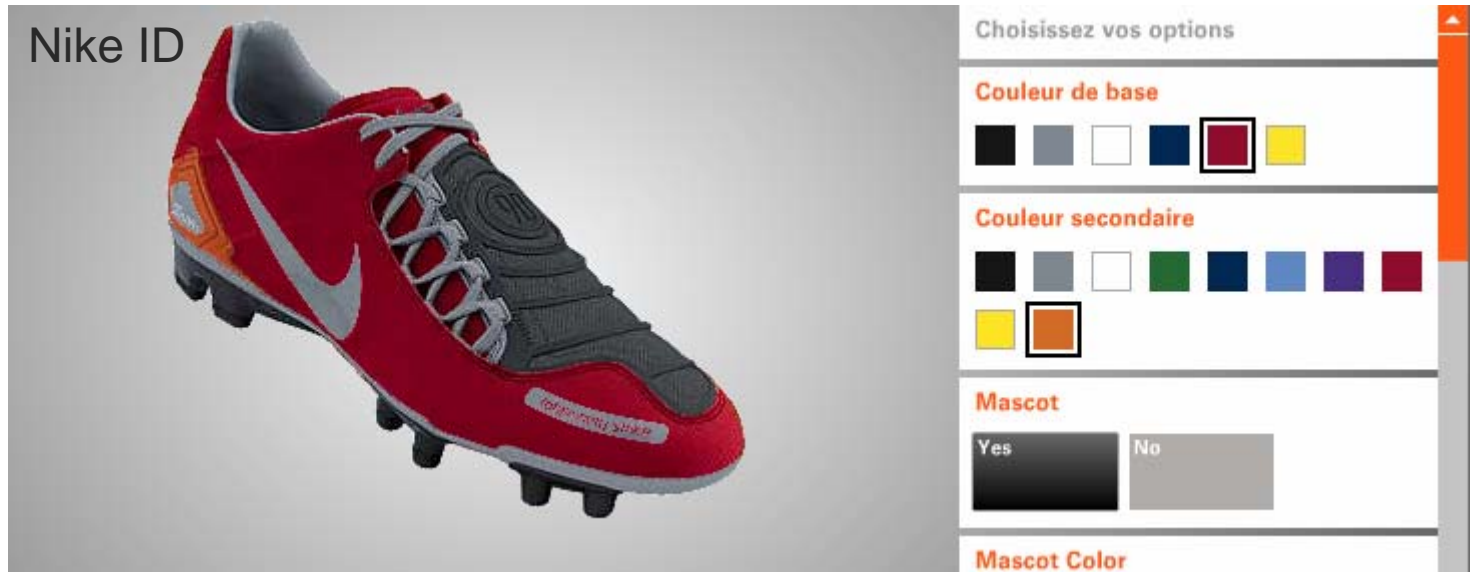
- “You can’t have innovation without creativity. But creativity without innovation is a waste of time!”  
*Michael Leboeuf in “The Perfect Business”*

# Innovation vs. Creativity



2007-09-20

# Innovation vs. Creativity



# Innovation vs. Creativity

## ■ Creativity

- **Michelin** guides to incite people to travel and thus promote the tires...
- **BRU** becomes “l'eau perlée”/”het parelende water” and increases sales 40-fold...

## ■ Innovation

- **Philips** audiotape, then CD, then mp3 create opportunities to radically transform the music business...
- **Pampers** replaces traditional diapers and creates a whole new industry...

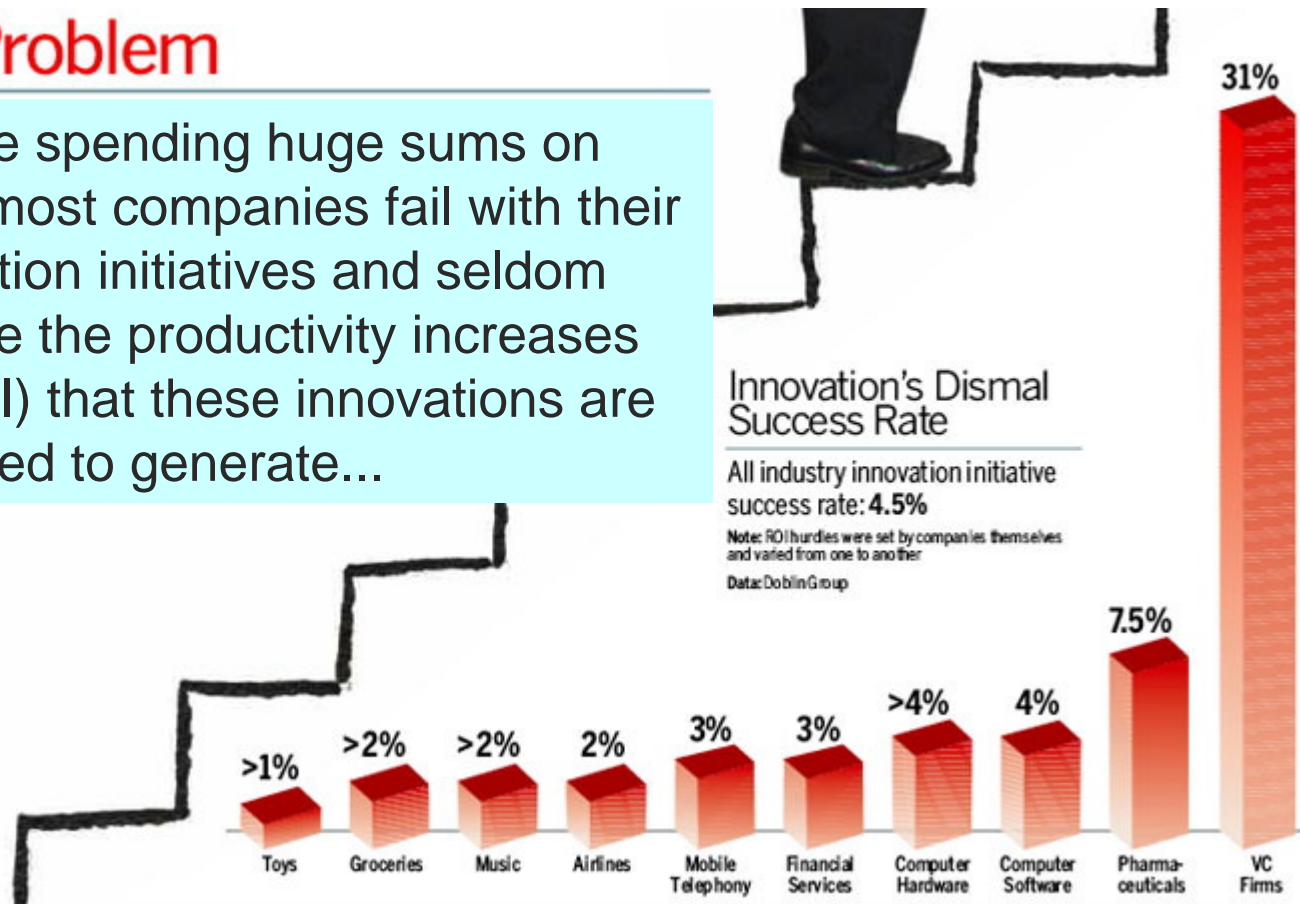
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# How successful is innovation?

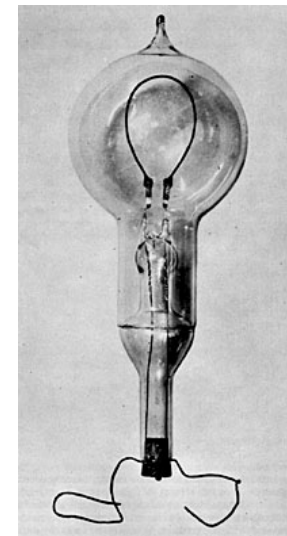
## The Problem

Despite spending huge sums on R&D, most companies fail with their innovation initiatives and seldom achieve the productivity increases (or ROI) that these innovations are expected to generate...



# What is Innovation?

- Let's look at the “invention” of the Light Bulb!
- **First electric light:** Humphry Davy (1800)
  - English scientist connected wires to a battery and a piece of carbon, the carbon glowed, producing light (an electric arc)
- **Carbon paper filament:** Sir Joseph Wilson Swan (1860)
  - worked well, but burned up quickly
- **Carbon filament in an oxygen-free bulb:** Thomas Alva Edison (1879)
  - experimented with thousands of different filaments
  - 40 hours – 1500 hours!
- **Tungsten filament:** William David Coolidge (1910)
  - lasted even longer than the older filaments...until?



# What is Innovation?

1. “Actling”
  - A simple, easily found and **almost standard** solution...
2. “Knowling”
  - A solution found **within the sector or industry**
3. “Borderling”
  - A solution found **in another sector or industry**
4. “Researchling”
  - A solution found **in another discipline of science**
5. Invention
  - An ‘invention’ is a **new, so far inexistent** concept/creation

*Creativity is no magical or mythical approach!*

# An evolutionary view...

- Every generation breeds on previous knowledge...
- We inherit the legacy of our forefathers...
- Through 1000s of variations new insights emerge...
- Systems evolve towards “ideality”
  - function without resource
- The maturity of an organization is what makes it jump!
  - A new innovation paradigm...



# The Innovation Paradox...

- The greater the potential of an idea, the harder it will be to find anyone willing to try it!
- Rejecting new ideas is mostly unrelated to their potential
  - *Samuel Morse vs. Alexander Graham Bell*
  - *Sony's Betamax vs. JVC's VHS*

# Not Invented Here?

- Not Invented Here? Great!
  - In many organizations there is a belief that unless THEY invented something, it can't possibly be good, let alone a great or worthy solution to their problems
- Modern Innovation Management is at opposites with NIH thinking
  - Every solution to a problem has already been applied elsewhere!
  - Possibly in another context, industry, or scientific discipline...
- “If HP only knew what HP knows, we would be much more profitable”

*former CEO Lew Platt*

# A New Innovation Paradigm...

- Traditional innovation
  - Inside the organization
  - R&D is confined to a specialized department
  - Patents keep ideas from spreading/being applied
  - Knowledge is power
- More than 90% of Procter & Gamble's 27000 patents remained unused...
- The new paradigm
  - Open and collaborative
  - Everyone can have a brilliant new idea
  - Ideas are shared, challenged, tested
  - Knowledge is opportunity
- IBM made 500 Linux related patents available to the community for free...

# Agenda

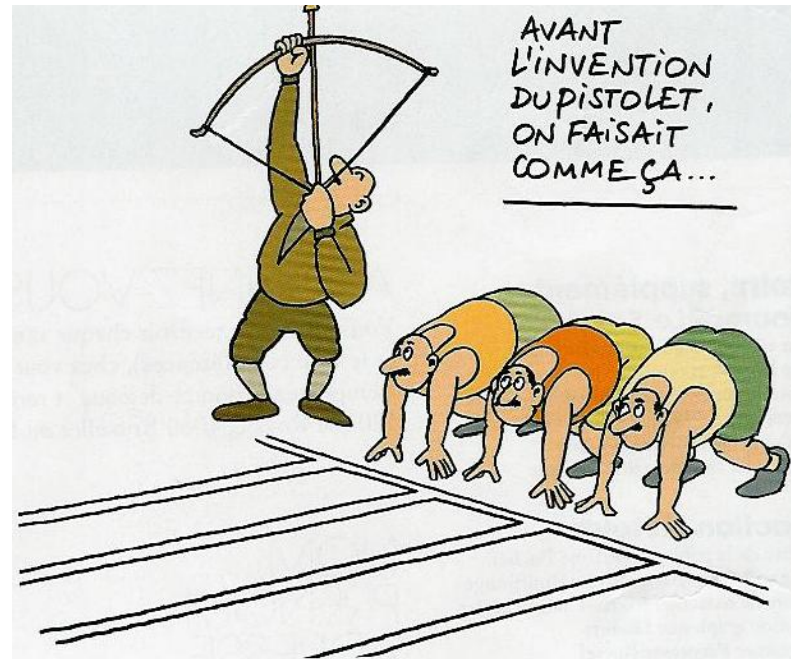
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# What is Creativity?

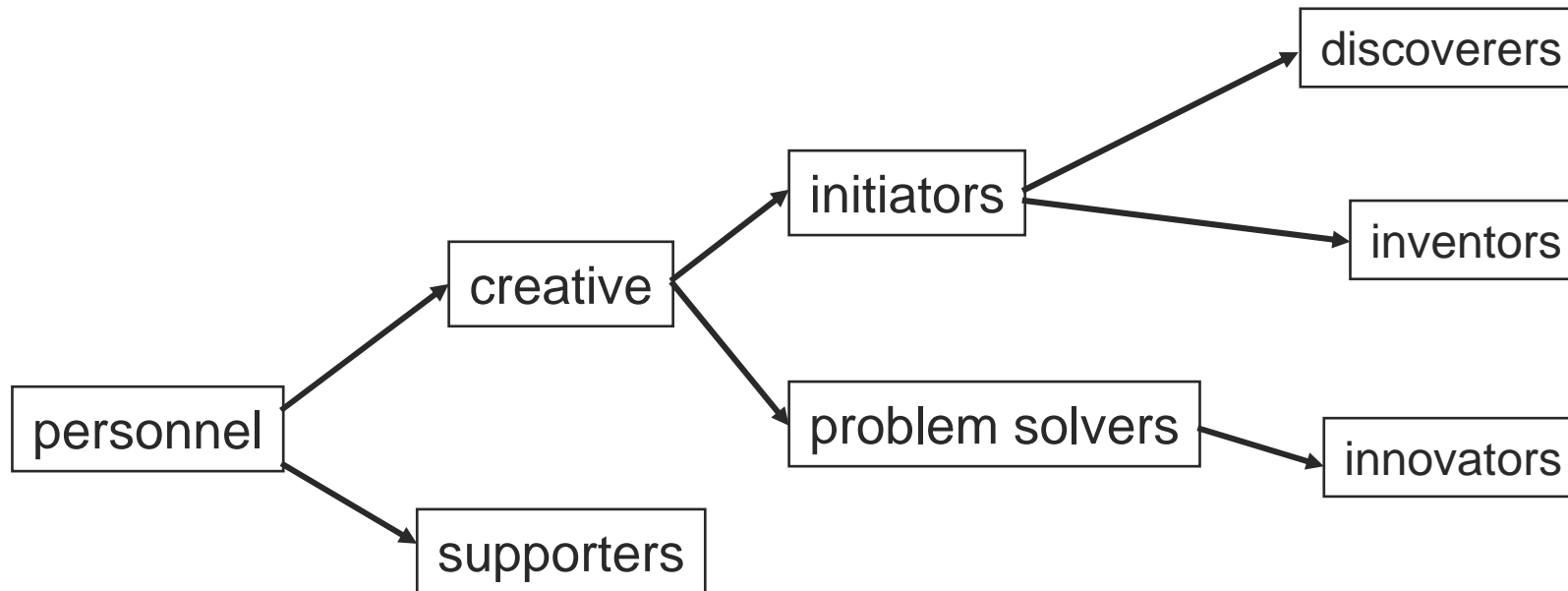
Maslow defined “**primary**” creativity as an exhilarating state of “aha!” that gestalt psychologists tap in their healing practices.

“**Secondary**” creativity involves fixing flaws, debugging details, and streamlining ideas revealed in the rush of “primary phase” discovery.

*Edison exemplifies sustained creativity, where every error becomes fodder for further learning. Hence the motto: “Fail faster so we can learn more”.*

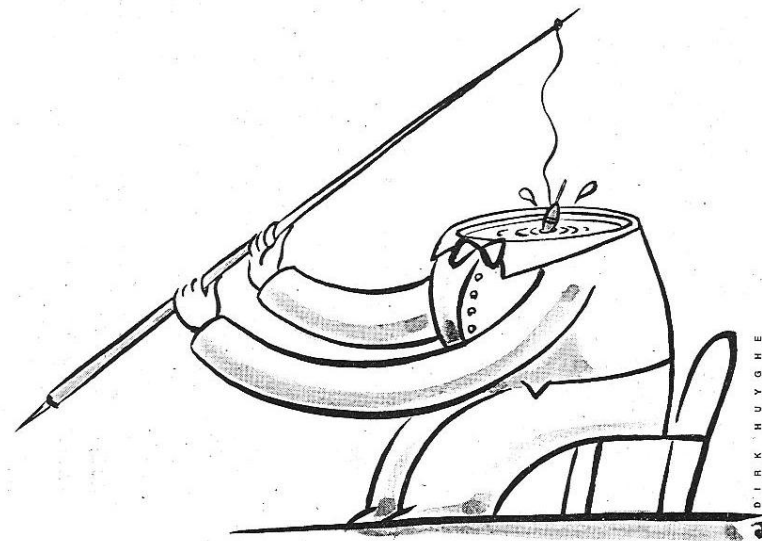


# [ Is Everyone Creative?



# Creative Thinking

- Vertical and Lateral Thinking
- The six Thinking Hats
- Brainstorming etc.



# Vertical and Lateral Thinking

## Vertical Thinking

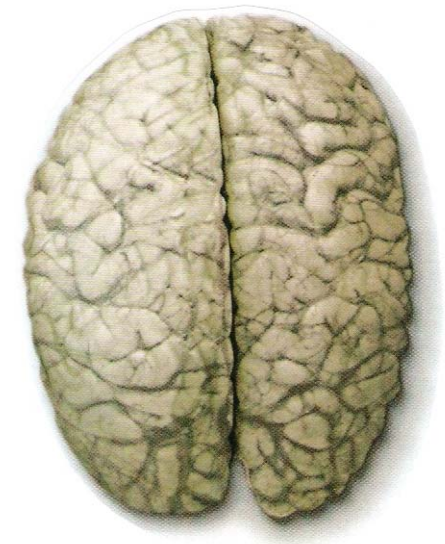
- Chooses
- Looks for what is right
- One thing must follow directly from another
- Concentrates on relevance
- Moves in the most likely directions
  
- Generates seminal concepts in new theories and artistic movements

## Lateral Thinking

- Changes
- Looks for what is different
- Makes deliberate jumps
  
- Welcomes chance intrusions
- Explores the least likely directions
  
- Weeds out non-essentials in aesthetic compositions and confirms facts in scientific inquiries

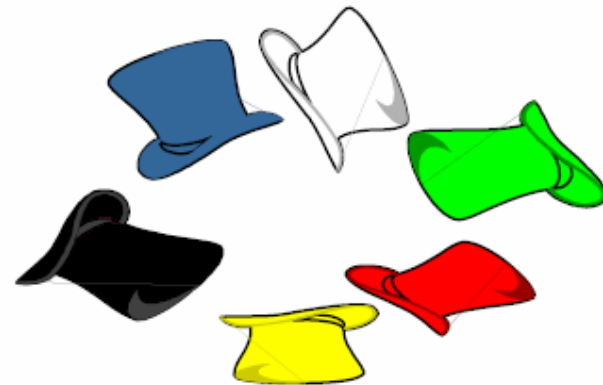
# Right & Left Brain Functions

- The right side of the brain controls all creative, visual & spatial concepts
- The left side of the brain controls the logical, mathematical judgmental & analytical activities



# The 6 Thinking Hats

- White Hat - is pure facts
- Red Hat - is emotions and intuition
- Black Hat - is negative judgments
- Yellow Hat - is a positive, optimistic, constructive attitude
- Green Hat - is a creative fertile mind
- Blue Hat - is cool and controlled, to conduct business calmly



# Stepping Stones in Creative Thinking

- Preparation
  - developing mental readiness
- Formulation
- Investigation
  - develop knowledge, by analysis, compare, contrast
- Saturation
- Incubation
  - subconscious reflection
- Illumination
  - spontaneous insight
- Verification
  - check fact, debugging, streamlining
- Implementation
  - realisation (requiring perspiration, persistence, adaptability)

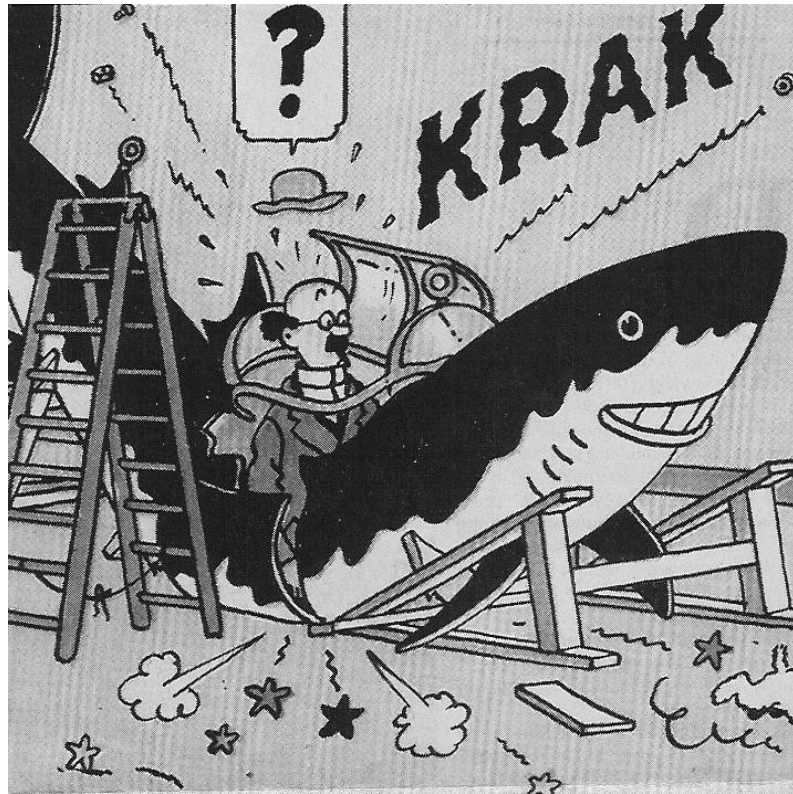
# Interesting quotes

“Nothing is more dangerous than an idea when it’s the only one you have”

*Emile Chartier*

“The best way to get a good idea is to get a lot of ideas”

*Linus Pauling*



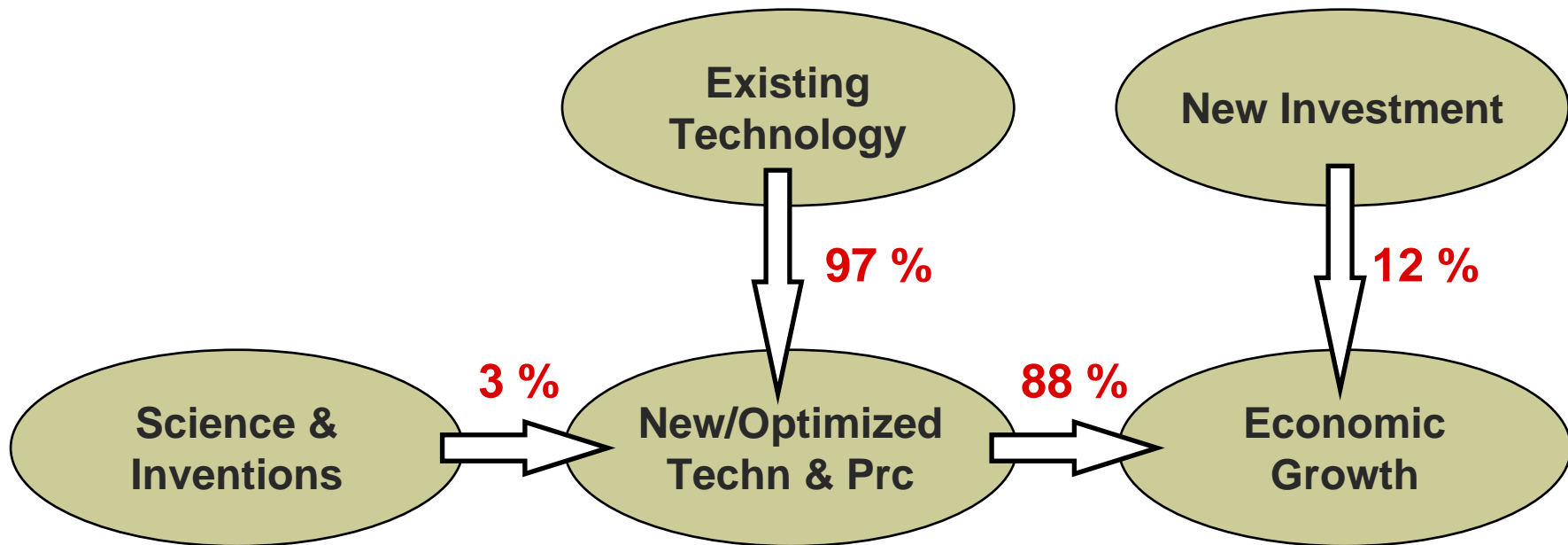
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# Some Key Principles

- Solution Driven
  - Few tools/techniques exist that deliver solution direction, most of them only analyze problems...
- Systems View
  - Most companies produce a great many products - focusing on all of them is simply impossible...yet they act as a whole, as a system
- Focus on Function
  - In-depth understanding of “function” allows us to find fundamentally different solutions, not incremental change, but... change of paradigm!
- Transcend Disciplines/Sectors
  - Innovate, not looking at the best solutions within your sector, but looking at successful solutions beyond traditional borders...

# Deriving Value from Innovation



*Adapted from: T Kealey - "The Economic Laws of Scientific Research"*

# Some more quotes...

- “You may have to go through 5 or 6000 raw ideas to find that one successful business idea”

*Art Fry (inventor of the Post-It Note)*

- “If we knew what we were doing, it would not be called Research”

*Albert Einstein*

- “The best way to predict the future is to invent it!”

*Alan Kay*