

# Index

- 3M 92, 320–21, 361
  - carrot and stick 322
  - commitment to innovation 322
  - corporate culture 322
  - customer connection 323
  - metrics matter 323
  - networking and collaboration 322
  - technology base 322
- 11th Hour, The* 65
- Adaption-Innovation Inventory (KAI) 329–30
- adjacent markets 270
  - adjacent capabilities 271
  - adjacent categories 270
  - adjacent customers 271
- Adrià, Ferran 203–4
- advertising 241–2, 363–4
- aging population 61
- Air Asia 245
- Airblade 101
- Alessi 117, 222–3
- Alessi, Alberto 222
- Allen, Paul 42, 355
- Allinson, Kenneth 329
- Amabile, Theresa 308
- Amazon 97, 160, 244, 259, 295
- analysis paralysis 142
- Ansari Foundation 42
- Ansari X Prize 41–2, 139, 355
- anthropologists 293
- Antonio della Torre, Marc 12
- Apple 107–9, 181–3, 190, 200, 233–4, 239, 302, 336, 363
  - aluminium phase 183
  - colourful phase 182
  - minimalist phase 182–3
  - translucent phase 182
- Aqua Table 264–5
- Arvind Eye Care 58
- Archon 355
- Armani, Giorgio 246–8, 325
- Atari 47
- Atomico Ventures 357
- Audigier, Christian 257, 274–5
- authenticity 68–9
- Automotive X Prize 354
- Averdieck, James 237–8
- Ballbarrow 100
- Balmond, Cecil 207
- Bang and Olufsen 360
- Bangalore 339
- Banksy 187, 325
- Bartke, Andrzej 356
- BASF 360
- Baygen 271
- Bell, Alexander Graham 91

## CREATIVE GENIUS

- Bell Labs 332
- Berners-Lee, Tim 67, 122–4, 332
- Best Buy 202, 335
- Bexos, Jeff 295
- Beyazid II 7
- Bezos, Jeff 291, 359
- Biotech 339
- Blustein, Jeff 213
- blue oceans 145
- Blumenthal, Heston 203
- BMW 159, 185, 187, 244, 360
- Boeing 190, 195, 244
- border crossers 152–5
- Boston Consulting Group 340
- Braekeleer, William de 132
- brainstorming 169, 174
  - don'ts 169
  - duration 169
  - idea engine 169
- brands 24
  - distinctive 51, 215
  - trusted 54
- Branson, Richard 9, 41, 42, 43, 79, 291–2, 315
- Branson, Ted 42
- Briggs Myers, Isabel 328
- Briggs Myers, Katharine 328
- Brin, Sergey 351
- British Airways 158, 159
- Brown, Tim 87–8, 168
- Buffett, Warren 354, 355
- business models 243–6
  - audience 244
  - capabilities 244
  - cost model 244
  - designing 245
  - new audiences 244
  - pricing structure 244
  - processes 245
  - products and services 244
  - revenue model 244
  - speed of development 244
  - value proposition 244
- Cage, John 163
- Capital One 202, 294
- CERN 123
- Cerutti, Percy 99
- changing world 50–52
  - big to small 54
  - business to customer 55–6
  - mass to niche 54–5
  - North to South 53
  - volume to value 56–7
  - West to East 53
- Chesborough, Henry 197
- Chopra, Deepak 256
- Chow, Lee 363
- Christensen, Clay 158
- Chung, Jane 85
- Cisco Systems 309, 340
- Claxton, Guy 113–14
- climate change 64–5
- Club Med 271
- co-creation 188, 190–91
  - co-communicating 190
  - co-designing 189
  - co-developing 190
  - co-evaluating 190
  - co-selling 190
  - co-supporting 190
  - co-thinking 188–9
- Coca-Cola 241, 242
- Collecta 77
- Coloplast 360
- competition 145
- concepts 205–7

- communication and language 223
  - function 223
  - price 223
  - sensuality, memory, imagination 223
- connections 4, 18
  - art and science 20
  - and creativity 20
  - Medici effect 19
  - in practice 21
  - scenario planning 136
- consumer immersion 8
- contagious ideas
  - crowd connectors 256
  - relevant context 255
  - sticky ideas 255
- Cooper, Robert 316
- copyright 266–7
- courageous action 4, 26
  - creative engineers 26–7
  - and creativity 27, 29
  - flying 27
  - in practice 29–30
- creative class 44–5
  - professions of the future 45–6
- creative culture
  - approaches 309–10
  - characteristics 308
  - HAPIE 308–9
  - traditional vs innovative organizations 307
  - workstyles 306–10
- creative hubs
  - hot spots 338–9
  - innovative nations 340–42
  - worldwide 339–40
- creative leaders 291
  - asking questions 291–3
  - creative connections 295–6
  - learning from failure 294–5
- little black book 293
- Medici connections 294
- creative pause 165
- creative people 324
  - characteristics 325
  - creative styles 329–30
  - personality types 328–9
  - team members 325
  - team roles 326–7
- creative techniques 163
  - energy 166
  - fusion 165
  - idea generation 165–6
  - improvisation 163–4
  - lateral thinking 164
  - logical thinking 164
  - pattern-recognition 165
  - randomness 163
  - restraints 166
- creativity 81–2
  - artist 81
  - divergent process 165–6
  - fusion 83–5
  - jester 81
  - new ideas 82–3
  - process 82
  - sage 81
  - sources 82
- cross-over 5–6
- crowdsourcing 149, 188–9
  - T-shirts 150–51
  - ten red balloons 150
- Csikszentmihalyi, Mihaly 324, 325
- curiosity, relentless 4, 8
  - and creativity 9
  - in practice 9–10
- customer world
  - discovering new spaces 145

## CREATIVE GENIUS

- the dive 143–5
- immersion 142–3
- intuition 141–2
- needs and wants 145
- customization 63
  
- Dali, Salvador 83
- Davos 296
- Dawkins, Richard 254
- de Bono, Edward 164, 165
- Deep Stew 256
- Defence Advanced Research Projects Agency (DARPA) 332
- DeHart, Jacob 150–51
- Dell Computers 61, 108, 159, 244, 292
- Dell, Michael 292
- design 87–8, 106
  - definitions 180
  - innovative 88–90
- design thinking 180
  - customer centricity 180
  - emotional appeal 181
  - rapid prototyping 181
  - team experimentation 180
- design toolkit
  - QFD 229
  - reframing 225
  - SCAMPER 227
  - thinking hats 228
  - TRIZ 226
- Diamandis, Peter 355
- DiCaprio, Leonardo 65
- diffusion of innovation 234
- Dirac, Paul 209
- Disney, Roy 200
- Disney, Walt 46, 70, 325
- Disneyland 215
- disorganized decisions 148
  
- cognition 149
- cooperation 149
- coordination 149
- DKNY 85
- Doctor Who* 39
- drawing 13–14, 29
- Drucker, Peter 292
- Ducati's Tech Café 188
- Dyson, James 87, 99–101, 158, 325
  
- eBay 159, 294, 357
- Eberhard, Martin 252
- Ecobank 77
- economic crisis 50–51
- Edison, Thomas 102, 123, 294, 325
- Egg 335
- Egon Sehnder 362
- Einstein, Albert 38, 164, 325
- Eisner, Michael 198
- El Bulli (elBulli) 203–4
- Electronics City 339
- Elliott, Herb 99
- enlightened mind 4, 30, 32
  - and creativity 32
  - in practice 33
- Ethernet 332
- ethnography 143
- Eurythmics 256–7
- evaluation 218–22
  - concepts filters 218
  - idea filters 218
  - market impact 221
  - practical challenge 221
  - rigorous and intuitive 219
  - solution filters 218
  - strategic fit 221
- experience
  - added value 215–16

- coaching 216
- educational 216
- emotional 214
- entertaining 216
- guiding 216
- memorable 213
- personal 215
- experience economy 63
- extreme market 154
  
- Facebook 66, 336
- failure 29
- FedEx 66, 243
- feedback loops 134
- Ferrari 311–12
- fireworks 330–31
- First Direct 214
- Five Ws 115
- Fleming, Alexander 164
- Florida, Richard 44
- Ford 154, 361
- franchising 272, 273, 274
- Friis, Janus 356, 357
- Fujitsu 336
- Fukuda, Tamio 89
- funeral business 184–5
- future back 73–4
  - possible and plausible 76–8
  - timelines and wildcards 75–6
- future history 75
- future spaces 60
- future, the
  - creating 39–40
  - imagining 35–6
  - possibilities 36–7
  - spaceships and wildcards 41–3
  - time and space 36–9
- futurists 129–30
  
- futurology 128
  
- Gabriel, Peter 79, 269
- Gaia concept 43
- game changing 353–4
  - new game-changers 354–5
- game designs 46–9
- Geek Squad 335
- Gehry, Frank 217
- Gelb, Michel 4
- genetic science 67
- genius 102
  - inspiration and perspiration 102–3
- Genius Lab 103–5
  - design studio 106
  - ideas factory 105–6
  - impact zone 106–7
- Gladwell, Malcolm 103, 141–2, 255
- Glenn, John 41
- Global Elders 79
- Goldcorp 148
- golden ratio 15
- Goodyear, Charles 164
- Google 66, 158, 243, 292, 308, 350–52, 361
- Google X Prize 355
- Grameen Bank 79–80
- Grattan, Lynda 338
- green issues 65
- greyspace 39, 40
- GRIN technologies 67–8
- Gü 237–8
- Guggenheim Bilbao 216–17
- Guo-Qiang, Cai 330–31
  
- H&M 302
- Hadid, Zaha 263–5, 325
- happiness 69
- Harley Davidson 213

## CREATIVE GENIUS

- Hawking, Stephen 43
- Henry, Jane 81–2
- Hippel, Professor von 154
- Hirst, Damien 161–2
- Hoffman, Reid 336–7
- Honda 241, 242
- Honda ASIMO 130–32
- Howard Johnston 272
- Howies 78
- HP 243
- hype cycle 260
  - peak of inflated expectations 260
  - plateau of productivity 261
  - slope of enlightenment 261
  - technology trigger 260
  - trough of disillusionment 260
- IBM 108, 125, 188, 306, 342–4
- ideas 105–6
  - backchannel media 77
  - biobanks 78
  - blue sky 169
  - conferences 296
  - creative microfunds 78
  - crowd knowledge 76
  - digital relationships 77
  - eco intelligence 78
  - exchanges 197–8
  - HQ Africa 77
  - idea-generation 165–6, 280
  - monster mash-ups 76
  - neurosecurity 76
  - open evolution 77
  - renewable products 77–8
  - screening 282–3
  - selling 285
- ideas toolkit
  - brainstorming 174
  - future radar 171
  - rule breakers 175
  - starbursting 173
  - trendspotting 172
- identity 63
- IDEO 87, 163, 166–9, 361
- Iger, Bob 198
- IKEA 190
- imagination 121
- impact toolkit
  - asset spinning 287
  - horizon planning 288
  - idea selling 285
  - market entry 284
  - value propositions 285
- in-market innovation 258
- incubators 335–6
- Infosys Technologies 309, 339
- Inglenook 336
- InnoCentive 197
- innovation 2.0 320
  - customer and market pull 319
  - networked 319
  - open and collaborative 319
  - push and pull 319
  - technology and product push 319
- innovation 13, 91, 103–4
  - balanced portfolio 96
  - breakthrough 95, 353
  - business model 97
  - degrees of 95–7
  - disrupts conventions 158
  - failure 92–3
  - fuzziness 114
  - getting out there 122
  - incremental 95

- launching 233–7
- making lives better 209
- market 97
- new perspectives 119
- next generation 95
- nova 92
- open 197
- opening up and closing down 93–5
- organizational 97
- product 97
- reviewed and evaluated 218
- scope 96–7
- stretch and depth 141
- time to market 113–14
- types 333
- world's most innovative companies 97–8
- innovation metrics 276–9
  - balanced scorecard 276, 278
  - frequently used 278–9
  - inputs 277
  - marketing people 277
  - operational people 277
  - outputs 277
  - salespeople 277
  - throughputs 277
- innovation strategy 299–300
  - alignment to business and market strategy 300
  - capabilities and resources 302
  - defining innovation priorities 301
  - optimizing business and product portfolios 301
  - processes and systems 302
  - technology businesses 301–2
- innovation teams 347–9
- InnovationJam 343–4
- Innovative Design Lab 89
- Institute for the Future (Palo Alto) 35
- Intel 300, 361
- Intel Capital 334
- International Tech Park, Bangalore (ITPB) 339
- iTunes 66, 199, 269
- Ive, Jonathan 181–3
- Jetsons, The* 36
- Jobs, Steve 7, 9, 107–9, 181, 182, 199, 239–40, 291, 294, 325
- Johnson, Michael 320
- Joltid 356–7
- Jung, Carl 328
- Junkers, Hugo 139
- Kahn, Herman 133
- Kahneman, Daniel 215
- Kansai Science City 339–40
- Kapoor, Anish 207–8
- Karan, Donna 85–6
- Kaspersky 76
- Kazaa 356
- Kelley, David 166–7
- Kelley, Tom 167
- Kim, Chan 145
- Kirton, Michael 329
- Klee, Paul 83
- Klein, Anne 85
- Knight, Phil 241, 254
- knowledge 134
- Koestler, Arthur 81
- Kotchka, Claudia 193
- Kristiansen, Kjeld Kirk 302
- Kristiansen, Ole Kirk 302
- Lafley, A.J. 142, 179, 191–3, 295
- Lasseter, John 70–71
- launching products
  - creative scripts 239–40

## CREATIVE GENIUS

- market entry strategies 233–6
- Law Firm 256
- Lazaridis, Michael 296
- Le Masne de Chermont, Raphael 297–8
- Lee, Kun-Hee 88–9
- Lego 163, 188, 205, 302–5
- Lennox, Annie 256
- Leonardo da Vinci 3–8, 119, 122, 291, 325, 338
  - anatomical fascinations 5, 15
  - focus on sight 10–13
  - as future thinker 34
  - geometry and mathematics 12, 15, 26
  - interest in nature 12–13, 19
  - mechanical breakthroughs 5, 15, 26–7
  - observation and understanding 18–20
  - as relentlessly curious 8
  - science and philosophy 5–6, 18, 19–20, 26, 30
  - as storyteller 7, 30
  - thinking abilities 15
  - understanding of paradox 23–4
- Levitt, Theodore 92
- licensing 271–2, 273, 274
- Lindstrom, Martin 199
- LinkedIn 336
- Live Nation 268–9
- Lohan, Lindsay 65
- Loudermilk, Ina 65
- Lovelock, James 43
- Lucent New Ventures 334
  
- McDonald's 272
- McKinsey 278
- Madonna 268, 325
- Madurai 57–8
- Maeda, John 209, 211–12, 325
- Malevich, Kasimir 263
- managing innovation 345
  - people and projects 347
  - pipeline and performance 346–7
  - process and practices 346
  - products and portfolio 346
- market entry 233–4, 236–7, 284
  - early adopters 234
  - early majority 234
  - hype cycle 260–61
  - innovators 234
  - laggards 235
  - late majority 235
  - leaders and followers 259
  - speed 258, 332–3
  - winning in the vortex 262
- market transformation 50–57
  - customer-based 55–6
  - niche 54–5
  - trickle up 54
  - value creation 56–7
- market vortex 262
  - game-changing 262
  - market-making 262
  - market-shaping 262
- marketspaces 39
- Markides, Costas 259
- Massachusetts Institute of Technology (MIT) 150
- Maubaugne, Renee 145
- MDSC 76
- meaning 69
- Medici Effect 5, 294
- memes 254–5
- Methuselah Foundation 356
- microcredits 78–80
- Microsoft 355, 362
- Milgram, Stanley 256
- Milligan, Andy 214
- Miyamoto, Shigeru 46–9

- Moggridge, Bill 167  
*Mona Lisa* 23–4  
 Montezemolo, Luca di 311  
 Moore, Geoffrey 236  
 Morris, Peter 314–15  
 Mprize 356  
 Musk, Elon 252  
 Myers-Briggs Type Indicator 328  
 MySpace 66, 336
- Nano 146–7, 158, 243, 293  
 nanotechnology 68  
 napkin diagrams 116  
 NASA 314–15, 332  
 Neichel, Jean-Louis 203  
 networks 65–7, 69, 150, 256, 295–6  
 neuro-imaging 9  
 new product development (NPD) 313
  - commercialization 316
  - development and testing 316
  - fuzzy front end 316
  - impact 314
  - market operations 317
  - NASA influence 314–15
  - pre-development 316
  - product development process 317
  - progression 319–20
  - stage gates 316–19
- Nickell, Jake 150–51  
 Nike 152–3, 154, 190, 206, 241, 244, 254  
 Nintendo 46–9  
 Noble Foods 238  
 Noir 65  
 Nokia 257, 339  
 Nokia Venture Partners 334  
 now forward 359–62  
 Nuttall, Mike 167
- O2 360  
 Obama, Barack 256  
 Omidyar, Pierre 294  
 Ooi, Joanne 298  
 Osborn, Alex 81–2  
 Oslo Manual 279  
 Otaniemi 339
- PA Consulting 335  
 PA Ventures 335  
 Page, Larry 350, 351  
 Palmisano, Sam 343–4  
 paradox 4, 23
  - and creativity 24
  - identity 63
  - portraits 23–4
  - in practice 24–5
  - resolving 127–8
- parallel markets 154  
 partners 195–6, 302
  - ideas exchanges 197–8
  - open innovation 197
- patents 267–8  
 pattern recognition 126–7, 165  
 PayPal 133, 336  
 personality types 328
  - decisions 328
  - information 328
  - orientation 328
  - structure 328–9
- Pescovitz, David 35  
 PETA (People for the Ethical Treatment of Animals)  
 356  
 Philips 302  
 physical fitness 33  
 Pink, Dan 45  
 Pixar 70–72, 107–8, 109, 199, 294

## CREATIVE GENIUS

- Pixar University 71
- Plunkett, Roy 164
  - big moment 241
- presentations
  - add great visuals 241
  - focus on benefits 240
  - introduce the enemy 240
  - keep it simple 240
  - power of three 240
  - sell dreams 240
  - tell a story 240
  - use distinctive words 241
- Pret A Manger 362
- problem-solving 115
- Proctor & Gamble (P&G) 7, 142, 179, 191–4, 295, 361
- Progressive 355
- prototypes 201–2
- quirky ideas
  - action meetings 361
  - beat the plan 361
  - catalyst kit 361
  - corporate fool 361
  - extreme measures 361
  - graffiti walls 361
  - peer pressure 362
  - silver networks 361
  - team bonuses 362
  - value sharing 362
- Radcliffe, Paula 362–3
- Rapino, Michael 269
- RCA Labs 332
- red oceans 145
- reframing 184–5, 225
  - application 185
  - context 186
  - enablement 185
  - function 185
- Richemont 297
- RitzCarlton 214
- robots 68, 130–32, 355
- Rogers, Everett 234
- Rosenthal Center for Contemporary Art, Cincinnati 264
- rule breakers 157, 175
  - discontinuities 157
  - disruptions 157–60
- Rutan, Burt 41, 42, 139–40, 325, 355
- Saatchi & Saatchi 345
- Saatchi, Charles 161
- Sample Labs 294–5
- Samsung 88–9, 188
- scenario planning 8, 13, 134–5
  - better planning 138–9
  - clustering themes 137
  - emerging scenarios 137
  - future drivers 135–6
  - interpreting scenarios 138
  - making connections 136
- scenarios 133
- Schilling, Hans 203
- Schmidt, Eric 351
- screening ideas 281
  - align with strategy 282
  - clear definition 282
  - don't kill, just shelve 282
  - filter lightly at first 282
- Sculley, John 107
- seeing more 4, 10, 12
  - and creativity 13
  - light and perspective 12–13
  - in practice 13–14

- sight and perception 12
- Seymour Powell 325
- Seymour, Richard 325
- Shanghai Tang 296–8
- Shankar, Ravi 83
- Shell 345
- Shell 'GameChanger' 334
- Shockley, William 23
- Silicon Valley 339
- simplicity 209
  - context 210
  - differences 210
  - emotion 210–11
  - failure 211
  - learn 210
  - the one 211
  - organize 210
  - reduce 209
  - time 210
  - trust 211
- Singapore Airlines 214
- six degrees of separation 65, 256
- Skype 357–8
- Smart car 237
- Smith, Paul 155–6
- Smith, Shaun 214
- Software Technology Parks of India (STPI) 339
- SpaceShipOne* 41, 139
- spacetime 37–9
- Speliopoulos, Peter 85
- Stanford University 339
- Stanton Morris 309
- Star Alliance 66
- Starbucks 54–5
- Starck, Philippe 43, 116–18, 325
- Starwood Hotels 345
- Stewart, Dave 256–7, 325
- Super Mario Bros.* 46, 47
- Surowiecki, James 148–9
- sustainability 65
- systems thinking 134
- Tae Kuk* 89–90
- Tang Wang Cheung, David 296, 298
- Tarpenning, Marc 252
- Tata Group 146–7, 243
- Tata, Ratan 146–7, 293, 325
- teams 325
  - breakthrough innovation 349
  - incremental innovation 349
  - innovation 347–9
  - next-generation innovation 349
  - roles 326–7, 348
  - structure 347
- technology 158
- TED (Technology, Entertainment and Design) 296
- Tees Valley Giants* 207–8
- Tesla Motors 65, 252–3
- test and learn 202
- thin-slicing 141–2
- thinking bigger 4, 15, 73
  - and creativity 17
  - in practice 17–18
- Threadless 150–51, 189
- tipping point 255
- Toy Story* 71
- trademarks 267
- trends 60
- Tweetmeme 77
- Umpqua Bank 154
- uncertainty 125–6
- unconscious bias 141–2

## CREATIVE GENIUS

- United Breweries 339
- urban communities 62–3
- Urban Zen Foundation 83
  
- value creation 258
- value propositions 249–51, 286
- Vasari, Giorgio 8
- Venkataswamy, Govindappa 58
- Venter, Craig 353
- ventures 334
  - core business 334
  - new business 334
  - partner 334
  - private equity 334, 335
  - spin-ins 335
  - spin-outs 335
  - spin-ups 335
- Virgin Galactic 41–3, 139, 355
- Visa 133
- Vitruvian Man 15
- Vodafone 55
- VSS Enterprise* 42
  
- W+K 241–2
- Walt Disney Company 70–71, 108, 109, 198–200, 244, 272
- Warhol, Andy 161, 217
- Watson, James 353
- Watson, Richard 130
- Weiss, Steven 85
- Welch, Jack 159
- Wells, H.G. 75
- Whirlpool 279–81
- Whitehorn, Will 42
- whitespace 39–40, 145
  
- authenticity, meaning and happiness 68–70
- carbon and water 64–5
- cities and communities 62–3
- GRIN and 50 billion devices 67–8
- individuality and identity 63
- networks and Web 3.0 65–7
- women and boomers 60–61
- Whitman, David 279–80, 282
- Whole Foods 361
- Wieden, Dan 241–2
- Wikipedia 66, 76
- women 60–61, 80
- World Future Society 75
- World Wide View 35, 65–7, 122–4, 332
- worldviews 121
  - business world 120
  - commercial world 120
  - competitor world 120
  - customer world 120
  - future world 120
  - parallel world 120
  - responsible world 120
  - technological world 120
- Wozniak, Steve 107
  
- X Prizes 354, 355–6
- Xerox PARC 332
  
- yin-yang 89–90
- YouTube 66, 336
- Yunus, Muhammad 78–80
  
- Zennström Philanthropies 358
- Zennström, Niklas 356–8, 359
- Zuckerberg, Mark 66, 325