index

A

A. C. Nielsen, 33 Advertising: agencies, 76; category analogues, 107–109; idea generation, 99, 105; promotion prompts, 106-107; wishing, 106 All detergent, 90 Ambiguity, en.bracing, 13 Analogical thinking, using successfully, 41-42 "AND" creative mind-set, 19-21 Analogues, category, 87-88 Analytical techniques, left brain/ right brain, 179 Anthropomorphization of brand, 89-90 Antiauthoritarian words, as ideation triggers, 3

Apex Tool Group, *See* Danaher Tool Group Apple "i" naming strategy, 110 Arnold's Sandwich Thins, 110 Assumptions, questioning, 121, 186–188 Attention to detail, 151–153 Attitudinal change, creativity and ideation as drivers of, 222 Audit, innovation, 79–81

B

Bell, A. G., 14
Ben & Jerry's: creative challenge, 2–3; ice cream novelty session, 1–3; new ice-cream name selected, 3; slang dictionary help, 3

234

Index

Benefit-oriented trigger words, 61 Billboard technique, 133-137; benefit headlines, 136-137; billboard components, 135; billboards as an underappreciated form of communication, 134-135; and ideation sessions, 137; steps for creating a billboard, 135 Bimbo Bakeries, 86-87, 151 Black and Decker, 85 Brainstorming, 23-48; creation of technique, 23-24; defensive participants in, 24-25; diametrically opposed factors/ extremes, 126-127; idea intuitions, 24; introvert/extrovert problem in, 27; shortcoming of, 25-27 Brainwalking, 25-29, 47, 88; advantages of, 28-29; combining other techniques with, 208–209; debriefing, 184-185; evolution of, 27-28; mini-reams, formation of, 28-29; and picture prompts, 209; public ideas, 28; and target-market wishing exercise/trigger, 209; triggered, 61, 182–184; wall walking, 28 Brainwriting, 25–27; idea building/ piggybacking, 27 Brainyquote.com, 103 Brand extensions, 89-90

С

Category analogues, 87–88; and new product naming process, 112 Category reframes and redefinitions, 61 Catholic Knights Insurance Company (Milwaukee, WI), 53-57 Centrum Silver, 80 Charlotte Motor speedway, 162 Children's Museum (Norwalk, CT), 162 Christensen, C., 72 Clarity, and creative solutions, 2 Clarke, A. C. 50 Cleese, J., 215 Clichefinder.com, 103 Collaging, and new product naming process, 112 Colombian Association of Flower Growers and Exporters, 19-21 Colt, S., 14 Combining techniques, 208–214; brainwalking and picture prompts, 209; R&D department, leveraging the work of, 209; and ultimate creative objective, 209-210 Communication, means of, 41 Company acquisitions thought experiments, 83 Competitive brands, equities/ positioning of, 101 Consolidated Edison (New York City), 6-7

Consulting paradox, 54 Consumer insights, 74–75 Consumer research, review of, 79 Continuum, positioning, 99, 122-127 Conventional focus groups, and innovation, 75 CoroWise, 80 Creative business challenges, classes of, 99 Creative mind: creative mind-sets, 11–15; curiosity, 12, 38; embracing ambiguity, 13; integrity, searching for, 14; knowingness, 14-15; map of, 11-21; meta-creative mind-set, 18; openness, 12, 38; principle finding/principle transfer, 13-14, 38; training, 15–18; world creating, 15 Creative persistence, 15, 215-216 Creative problem solving, 6, 39-40 Creative technique choices, factors to consider when choosing, 177-178 Creativity, as self-fulfilling prophecy, 216 Cross-category products, 87-88 Cross-company R&D ideation sessions, 85 Cross-functional teams, power of, 222 Cross-selling opportunities, generating between divisions, 81-82

Crowdsourcing services/contests, 78–79 Cultural change, 114–119; creativity and ideation as drivers of, 222 Curiosity, 12, 38 Customer and trade outreach, 86–87 Customer service call centers, and innovation, 75 CVS, 86

D

Danaher Tool Group, 60-61, 147-149: Hi-Viz laser-etched societs, 148-149 Data mining, from customer service call centers, 75 DelValle, S., 151 Dialogue: The Quest for Candor workshop, 211–212; blind feedback exercise, 212-213; collages, 212; combined positive and negative feedback, 213; combining techniques and organizational challenges, 214; future life collage exercise, 212; new performance assessment tool, 213; talking stick exercise, 213-214; techniques/training exercises, 212 Digital calculators, as disruptive innovation, 72 Digital photography, as disruptive

innovation, 72

Disruptive innovation, 72–74; business sense of, 73; marketing, 73 Dueling dichotomies technique, 122–123 Dusenberry, P., 145–147

Ε

236

Edison, T., 12, 216 Employee outreach, 77-78 Employees as research subjects, 77-78 End-of-session excursion, 181-182 Entenmann's baked goods company, 89, 151-152; attention to detail, 152-153; ideation session, 162; mini-cakes, 152-153 Equity migrations, 89-90 ErgoTec (Unger Enterprises), 145 Estee Lauder: Magic line of makeup, 205; Prescriptives brand, 205 Ethnographic approaches to innovation, 75 Ethnographic research, 140–141

F

Facilitating leader, *See* Ideation facilitator Fantastical thinking, and new product work, 204 Fantasy Island approach, 119 Farnsworth, P., 13 Film clips, and product position/ promotion/new product ideas, 43-44 Fiserv, 81-82 Fitzgerald, F. S., 13 5 Ws thinking strategy, 206–208; inventing an ideation technique using, 208 Flip chart paper, writing ideas on, 165 Focus groups, and innovation, 75 Focused ideation techniques, 203-204; classifying, 30-47; metaphorical and linguistic techniques, 31, 39-42; questioning techniques, 31-38; role playing, 46–47; target market wishing technique, 60-61, 203-204; visual techniques, 31, 42-45; wishing, fantasy, and day-in-the-life techniques, 31, 45-47 Food and Drug Administration (FDA), 84 Ford Focus project, 107-109 Ford, H., 14, 15, 216 Framing questions, 32–33; strategic, 37-38 Fraser, G., 15, 44, 50-51, 95-96, 115, 177, 221 Freelance R&D experts, use of, 85 Freelancers/consultants, 76 Futurist magazine, 207

G

GE: "Ecomagination Challenge, Powering Your Home," 78; PlotWatt invention, 78 Global product scans and trend identification, 85-86 Graham, J., 119 Greeley, M., 78 Green Mountain coffee company, 83 Group ideating without a group, 127-131; suggestion box programs, 128-129; whiteboard technique, 129-131 Group ideation processes, 4 Growth Engine, 82, 148 Growth strategizing, 122–127

Η

Headliner/headliner alternative program, 102–103, 209; key word searches, 103 Home Depot, 86 Human creative potential, embracing 222

I

IBM, 115–119; creative evangelists, 115–117; Integrated Supply Chain (ISC), 115–118; internal employee satisfaction measures, 118; trainthe-trainer program, 117 Icebreakers, 180–181 Idea fishing, 74–79; brand extensions and equity

migrations, 89-90; category analogues/cross-category products, 87–88; company acquisitions thought experiments, 83; consumer insights, 74-75; customer and trade outreach, 86-87; employee outreach, 77–78; global product scans and trend identification, 85-86; internal joint ventures, 81-82; Internet research/ innovation audit, 79–81; inventive crowocourcing, 78-79; licensing, 82-83; new business models and channels, 89; product acquisitions, 84; R&D cross-pollination, 84–85; supplier outreach and consulting, 76–77; trade shows and events, 87 Idea intuitions, 24 Idea walk, Entenmann's baked goods company, 162 Ideas: criticism of, 24; as drivers of growth, 222; selection of, 194–195; turning into concepts, 133-137 Ideation, 3, 7; compared to brainstorming, 23; defined, 5; focused techniques, 30-47; opportunity redefinition, 53–57; picture prompts, 64-66; questioning assumptions, 50-53; random techniques, 29-30; semantic intuition, 62-64; techniques, main categories of, 29-30; tool kit, 49-69; triggered

Ideation (Continued) brainwalking, 61; where of, 160–162; who of, 155–160; wishing, 58-61; worst-idea technique, 66-69

- Ideation facilitator: being yourself, 167; contributing ideas, 167–171; creative task of, 4; and evolving creative mind-set of group, 179; facilitating and building ideas, 164-165; facilitating deeper than broader, 172-173; facilitation tips, 162-174; kinds of ideas meeting session objectives, 170; leading questions, asking, 170; losing the word I, 173–174; naming an idea, 171-172; objectivity, 166-167; openness, 167; repeating an idea, 165-166; role in ideation sessions, 164-165; Zen mastery moment of facilitating, 163-164
- Ideation session, See also Ideation facilitator; New product ideation session design: anthropomorphization of brand, 89–90; with bankers, and worst-idea technique, 66-69; Ben & Jerry's, 1-3; and billboard technique, 137; bottled waster company, 80-81; Catholic Knights Insurance Company (Milwaukee, WI), 53-57; Centrum Silver, 80; controlling, 173; cookie company, 88; creating stimuli for, 112; detergent company, 45-47;

discount clothing chain, 122; Entenmann's baked goods company, 162; Fiserv, 81-82; Ford Focus project, 107-109; headlining an idea, 171; insurance company, 47; ISC, 117; joint, 84-85, 86; kicking off, 171; Leveraged Marketing Corporation of America (LMCA), 82-83; Louis Vuitton Moet Hennessey, 106; Mentadent toothbrush, 96–97; Minute Rice, 181–182; naming session, 112–113; new product design, 109-110, 128, 175-197; Old El Paso salsa, 101-102; Oral-B electric toothbrushes, 104 -105; Pizza Hut, 138; positioning, 100–104; promotional ideas, 107; purpose of, 171; rambling participants in, 171; restroom cleaning, 141-143; schedule, drafting, 176–179; Schick Razors, 150-151; setting/environment for, 161–162; sharing rules of, 171; Survey Monkey survey, 112; Thomas' Corn English Muffin, 80; Unger Enterprises, 141-143; vacuum cleaner, inventing, 168-170; volunteering creative ideas in, 167; whiteboard technique, advantage over, 131 Imdb.com, 103 Implementation, and commitment, 222

"i" naming strategy (Apple), 110 In-licensed, defined, 82 In-the-moment questioning/ facilitating, 184-185 Inductive thinking, 14 Industry trade shows, 87 Innovation, 71–98, See also Disruptive innovation; Idea fishing; billboard technique, 133–137; bringing to market successfully, 71; disruptive, 72-74; experimentation and learning, 91; idea fishing, 72, 74–79; iterative insight mining, 72; opportunities, 221; opportunity area platform creation, 72, 80; and optimism, 149-51; price-tovalue equation, 71; successful, attitudes of, 90-97; tricks of, 145-152; work required to achieve, 90-91 Innovation audit, 79-81: existing ideas/projects revealed by, 79 Insight, importance of, 137–145 Inspired vision, 222 Integrated Supply Chain (ISC), 115-117 Integrity, search for, 14 Internal joint ventures, 81-82 Internet research, 79–81 Internet research/innovation audit, 79-81 Internet restaurant menu scans, 86 Invention, problem solving, and competitions, 77-78

Inventive crowdsourcing, 78–79 Iterative insight mining, 94–97

J

Index

Jet Blue naming process, 111 Jogging for Jobs promotional event, and the power of wishing, 58–60 Joint ideation sessions, 84–85, 86 Joint internal venture ideations sessions, 81–82 Jungle drum principles of communication, 41–42

K

Keurig cofice-maker company, 83 Key word searches, 85; headliner/ beadliner alternative program, 103 Kindle, as disruptive innovation, 72 Knowingness, 14–15, 38 Knudsen, H.-P., 18 Kodak, 82 Krazy Glue, 5 Ws thinking strategy, 206–207 Kuhn, T., 39

L

Laundry memory ice-breaker, 46 Left-brain analytical techniques, 179 Leveraged Marketing Corporation of America (LMCA), 82–83 Levers, 210–211 Levi-Strauss, C., 31 Licensing, 82–83 Like-to-like stimuli, 200–203

240

Index

ListenLogic, 77 Louis Vuitton Moet Hennessey, 106 Lutheran Society of America (LSA), 113; tagline triggers, 113–114 Lyons, J., 140

Μ

Magazine rip-and-rap technique, 44-45, 48 Managers, managing the status quo/creating the new, 5-6 Maritime Center (Norwalk CT), 162 Market research partners, 76 Market studies, mining, 79 Mattimore, B., 18, 221 Media Lab (MIT), 76 Mensa members, brainstorming sessions with, 158-160 Mentadent toothpaste, 50-53, 95; ADA endorsement, 51–52; questioning assumptions 52; toothbrush, creation of, 95-97 Metaphorical techniques, 31, 39-42 Metaphorical thinking: using successfully, 41-42; using to generate new business ideas, 39 - 41Miller, A., 57 Mining market studies and segmentation research, 79 Mintel, 85 Minute Rice ideation session, 181-182

MRIs, as disruptive innovation, 72

Ν

Naming, See also New product names; "i" naming strategy NetBase, 77 New business models and channels, 89 New ideas, 5–6 New product development, 99, 109, 109-110; and iterative insight mining, 94-97 New product ideation session design, 175–197; billboarding technique, 195–196; brainwalk debriefing, 184-185; break, 184, 190; end-of-session excursion, 181-182, icebreaker, 180-181; idea selection, 194–195; lunch, 186; epening day/kickoff, 180; patent prompts technique, 109, 188–190, 202-203; prework magazine rip-and-rap exercise, 185-186; semantic intuition, 190–194; session schedule, drafting, 178–179; techniques, choosing, 176-179; wishing/triggered brainwalking, 182-184; writing instruments, inventing, 179-180, 183, 185, 187-189, 191-192, 194, 196 New product names: category analogues, 112; collaging, 112; creating, 99, 110-114; "i" naming strategy (Apple), 110; Jet Blue, 111; picture prompts, 112; random techniques/stimuli, 111; tagline triggers, 112-114

99% Inspiration, 18 Nook, as disruptive innovation, 72 Nutritionist and "foodie" interviews, 86

0

Old El Paso salsa, positioning ideation session, 101-102 One-on-one in-depth interviews, 43 Online focus, and innovation, Opening day/kickoff, 180 Openness, 12, 38 Opportunity area platform creation, 72, 80; creating, 91-94; example, 92–93; prioritizing of, 93–94; qualitative research, 92; and who, what, where, how, and why formula, 93 Opportunity redefinition technique, 53-57 Optimism, and innovation, 149–51 Oral-B electric toothorushes, positioning session, 104-105 Oreo Cakesters, 110 Organizational creativity, leveraging, 6-7 Orloff, G., 150-151 Osborne, A., 23-25 Out-licensed, defined, 82 Outside partners, and search for ideas, 222-223 Over-the-counter (OTC) medicine manufacturer, 84

P

Palmisano, S., 115 Passion, pockets of, 222 Patent prompts technique, 109, 188-190, 202-203 Paul McCartney method, 119 Pepsi-Cola Company, 33-34 Picture prompts, 64–66; advantages of, 65–66; and brainwalking, 209; and new product naming process, 112 Pizza Hut: family ordering battles, 139; focus groups, 138–139; four-in-one-pizza idea, 138, ideation session, 138 PlotWatt invention, GE, 78 Positioning, See also Product positioning: defined, 100; misconceptions about, 100-101 Positioning continuums, 122–127; brainstorming diametrically opposed factors/extremes, 126-127; client evolution and growth strategy, 125; competitive environment, 124-126; defined, 123; placing your brand on, 127 Previously tested concepts, review of results of, 79 Prework magazine rip-and-rap exercise, 185-186 Price-to-value equation, 71 Principle finding/principle transfer, 13-14, 38

Printing press parts manufacturing company, 127; whiteboard technique, 131 PRO awards, 106 Problem-solving challenges, 6 Procter & Gamble: Clairol's Nice 'n Easy Gray coverage line, 78; oneon-one in-depth interviews, 43; Mr. Clean Car Washes, 110 Product acquisitions, 84 Product positioning, 99, 100–109; of competitive brands, 101; equities/ heritage of brand, 101; headliner/ headliner alternative, 102-103; and market segment the brand tries to reach, 101; positioning, defined, 100; research and analytics, 101; worst idea, 101 Promotion, 76; idea generation, 99, 105-109; prompts, 106-107 Public relations, 76 Pushing a technique to an extreme, 205-206

Q

Quantitative research, and innovation, 75 Questioning assumptions, 50–53, 186-188 Questioning techniques, 31–38, 184–185; framing questions, 32–33, 37–38; twenty questions, 32; using questions to generate ideas, 34–37 Quotemountain.com, 103

R

R&D: cross-pollination, 84–85; leveraging the work of R&D department, 209; innovation fair, 77-78 Rabi, I. I., 31 Random ideation techniques, 29-30 Recipe scans, 86 Repeating an idea, 165–166 Research houses, 85 Research labs, 76 Restoration Hardware, 162 Restroom cleaning ideation session, 141-143 Results of previously tested concepts, review of, 79 Right-brain analytical techniques, 175 Role-play wishing, 60–61 Role playing, 46–47 Roto-Rooter, 82-83 Rounded-down checking account, 67-68 Rubbermaid: and ethnographic research, 140-141; one-hand laundry basket, 140

S

Sales forecasting, 119–122; multiple forecasts, 121; questioning assumptions, 121 Sam's Club, 86 Schering-Plough, 39–41 Schick Razors, 150–151 Schlicksupp, H., 62

Scully, J., 33 Sears, 60-61; and the Hi-Viz laser-etched sockets, 148-149 Segmentation research, mining, 79 Self-confidence, and creative persistence, 216 Semantic intuition, 62-64, 190-194; benefits of, 62 Semantic intuition technique, and success footprint, 219 Semantic trend analysis, 85–86 Sexton, T., 115-119 Shopper intercepts/shop-alongs, and innovation, 75 Siegel, L., 217-218 Snuggle fabric softener, 207 Social Mention, 77 Song-writing session, 217-219; performances, 218-219 Spelling, A., 119 Steininger, D., 53-54 Strategic framing questions, 37-38 Structure of Scientific Revolutions, The (Kuhn), 39 Subzin.com, 103 Success footprint: creating, 214–219; creative persistence, 215-216; identifying, creative purposes of, 215; and semantic intuition technique, 219; song-writing session, 217-219 Supplier outreach and consulting,

76-77

Suppliers' consumer panels, and innovation, 75 Symphony IRI, 76

Т

Tagline triggers, 112–114 Taraschi, R., 177 Target market wishing technique, 60–61, 61, 203–204; and brainwalking, 209; pushing to a fantastical extreme, 205 Target stores, 86 Team vision, 222 Techniques, choosing for new product ideation session, 176-179 Technological advance, waiting for, 80 Telematics, 208 Thinkexist.com, 103 Thomas' muffins: Corn English Muffins, 80; English Muffins, 145-147; Mini Squares Bagelbread, 86 TIE principles, 221–224 TNS Ipsos, 76 Topsy, 77 Trade shows and events, 87 Trident Layers gum, 110 Triggered brainwalking, 61, 182–184 Tyler, J., 210–211

U

Unger Enterprises, 141–145; best practice training video or course., 144; ErgoTec, 145; professional

244

Index

Unger Enterprises (*Continued*) cleaning tool belt, 143–144; professional window-washing belt, 144–145; restroom cleaning ideation session, 141–143 Unilever, 50–53, 85, 128 Unrealized innovative capability, 221

v

Vacuum cleaner, ideation session for inventing, 168–170 Video clips, and product position/ promotion/new product ideas, 43–44 Visual techniques, 31, 42–45

W

Wahl, C., 1–2 Wall walking, 28 Walmart, 86–87 Web-searching services, 77 Westegg.com, 103 Whiteboard technique, 129–131; adding something to board daily, 130; advantage over ideation session, 131; blank whiteboard, posting of, 129; connections,

looking for, 130; demonstrating value of participating/ contributing to, 130; emergent ideas, looking for, 130; how it works, 129–130; idea starters, 130; timeline, 130; topic/creative challenge, 129 Whitney, E., 14 Wikiquote.org, 103 Wishing, fantasy, and day-in-thelife techniques, 31, 45-47 Wishing technique, 58-61, 182-184, 204; example of wishing in action, 59-60; role-play wishing/ target market wishing, 60-61; steps in, 53 World creating, 15 Worst idea technique, 61, 66–69; giving away data, 68–69; rounded-down checking account, 67-68 Writing instruments, inventing, 179-180, 183, 185, 187-189, 191-192, 194, 196

Ζ

Zen mastery moment of facilitating, 163–164