Systematically Sparking Creativity
An Approach to Ideation
Agenda

• Overview of ideation
• From insights to ideation
• Generating ideas
The myth of ideation’s “eureka!” moment – introducing the incandescent light bulb

“The incandescent electric light bulb has become a familiar symbol for that flash of inspired genius traditionally associated with invention. In part, the light bulb’s symbolic value comes from its obvious role as a visual metaphor of the ‘bright idea...’ But the electric light was not a single invention emanating from an inspired genius. Instead it was a complex network of inventions produced by one of the first institutions of organized corporate research.”


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Ideation is actually a disciplined process that requires an open frame of mind

• Edison did not invent the first electric light bulb, but rather the first *commercially viable* incandescent light
• Edison conducted experiment upon experiment using platinum and other metal filaments before he discovered how well carbon filaments worked
• After filing for a US patent in 1879, Edison discovered that another filament worked even better than carbon – a carbonized *bamboo* filament

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Agenda

• Overview of ideation
• From insights to ideation
• Generating ideas
Beginning to ideate – from insights to ideas

Focus groups / interviews
Ethnographic research
Quantitative surveys

- Latent needs
- Competitive insights
- Pain points and opportunity areas
- Consumer’s definition of success
- Obstacles to success
- Viability of solutions

Ideation sessions
Product / service innovations
Improved processes

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Bridge the gap between insights and ideas

1 - Insight
A meaningful insight or market/business need

2 - Idea
A new product, service, process, or business model that meets that need

Build concise statements of customer needs

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Insight statements set the groundwork for successful idea development

1. **[INSERT FACT] because [INSERT REASON], but [INSERT TENSION]**

   - **Customer-focused statement**: [INSERT FACT]
   - **Clear reason fact is true**: [INSERT REASON]
   - **Pain point that needs resolution before the customer can get what he/she wants**: [INSERT TENSION]

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Examples – insight statements

I use storage containers for lunch because it reduces waste, but I can never find a matching lid.

I like to feed table scraps to the dog because it keeps him calm during dinner, but “people food” is not always good for dogs.
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How not to brainstorm

http://www.youtube.com/watch?v=Pmq1MKN1arc
Keys to successful brainstorming

• The **introspective** and **interactive** aspects of brainstorming technique are key
  – Allotted time for introspection ensures that you fully develop your ideas instead of proposing a few vague or abstract words on a sticky note
  – Small team idea development ensures that each person’s best ideas are shared and heard by all

• By recording every idea in detail, the team holds onto the richness generated during the session
Method – Jobs to be Done (JTBD) approach

• A JTBD approach to ideation is ideal when your challenge is not well-defined
• JTBD focuses on rigorously exploring and framing a problem
• This method taps into uncharted market space, looking for new ways to reduce risk

Focus on the “why” outcomes, not the “what” outcomes

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Defining the challenge tightly, beyond just the job

<table>
<thead>
<tr>
<th>Element</th>
<th>Brief Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jobs</td>
<td>What are people trying to get done, regardless of what they are currently buying?</td>
</tr>
<tr>
<td>Job drivers</td>
<td>What drives differences in their jobs to be done?</td>
</tr>
<tr>
<td></td>
<td>What are the needs, attitudes, and circumstances that inspire particular jobs?</td>
</tr>
<tr>
<td>Current approaches and pain points</td>
<td>What do people do today? Where does there appear to be non-consumption?</td>
</tr>
<tr>
<td></td>
<td>What are the pain points?</td>
</tr>
<tr>
<td>Competition</td>
<td>What is the “real” competition? What do analogies and benchmarks suggest about underlying jobs?</td>
</tr>
<tr>
<td>Criteria</td>
<td>How do people evaluate new solutions?</td>
</tr>
<tr>
<td>Obstacles</td>
<td>What hinders adoption of new solutions?</td>
</tr>
<tr>
<td>Value</td>
<td>How much money is at stake? How much headroom is there for expensive solutions?</td>
</tr>
</tbody>
</table>
Redefining market space through JTBD

**Needs**
- Better acceleration
- More precise handling
- Increased headroom
- Larger storage capacity

**Competition**
- Mid-sized sedans

**WHAT**

**Jobs**
- Express myself
- Park in tight spaces
- Show my ecological sense
- Have fun

**Competition**
- Fashion, scooters, Prius, Smart, Cayenne

**WHY**

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What are jobs to be done?

- Jobs are what consumers are trying to get done when they make a choice about what to buy or use
  - They choose to buy or use offerings to solve underlying jobs to be done
- Those jobs may not be obvious
  - Ask probing questions that go deeper than “what jobs are you trying to solve?”
  - Jobs can be both functional and emotional
- Jobs often exist in a hierarchy
  - Multiple jobs will be in play at the time a decision is made, but some jobs will matter more than others
  - Probe for what is really important to each person, and pay attention to the different values individuals place on similar jobs

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Jobs – IT example

Focusing on needs / features

- I want to switch to cloud computing
- Our employees need faster tablets
- Our files need to be searchable by date

Focusing on jobs

- Our employees need to access files with client information when they are on site with the client
- Our employees need to look professional and share large images with clients from remote locations
- Our employees need to be able to quickly find files while they are using mobile devices

Focusing on jobs creates a broader solution space

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Job drivers – where do jobs come from?

Needs
Seek X because it leads to Y

Attitudes
Seek X because it fits with who I am

Circumstances
Seek X because I need it right now

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Current approaches will often look like a timeline of events – HR example

<table>
<thead>
<tr>
<th>Current Approaches</th>
<th>Pain Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company decides to hire a new employee</td>
<td>Difficulty scheduling time for HR manager and supervisor to meet</td>
</tr>
<tr>
<td>Supervisor for open position explains to HR manager what he is looking for in a new hire</td>
<td></td>
</tr>
<tr>
<td>HR manager posts a job listing on the Internet</td>
<td>Time wasted reviewing resumes of unqualified candidates</td>
</tr>
<tr>
<td>HR manager reviews resumes / CVs of candidates who responded to the job listing</td>
<td></td>
</tr>
<tr>
<td>HR manager selects 3-5 candidates to be interviewed by the supervisor</td>
<td></td>
</tr>
<tr>
<td>Supervisor interviews candidates and selects the best candidate for the job</td>
<td>High percentage of offers are turned down</td>
</tr>
<tr>
<td>HR manager extends an offer of employment to the selected candidate</td>
<td></td>
</tr>
</tbody>
</table>

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Competition – Mini Cooper example

Traditional Competitors
- Tata Nano – compact car
- Honda Brio – compact car

Mini Cooper

Offerings that Satisfy the Same Jobs
- Fashion – desire to express individuality
- Scooter – affordable transportation for one

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Exercise – identifying competition for mint.com

What job is being satisfied?
- Reduce paper clutter
- Feel empowered
- Stop bouncing checks
- Ensure comfortable retirement
- Other jobs?

What products/services are competitors?

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https://www.youtube.com/watch?feature=player_embedded&v=rK6WLHNyjwM
Exercise – mint.com vs. Dave Ramsey

https://www.youtube.com/watch?v=XwO_7OyowM8

• Does this approach to money management make you think of different jobs?
• How does the landscape of competition change?
• How would mint.com fail / succeed for customers who prefer the Dave Ramsey method?

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Criteria – Nokia example

- Minimize size
  - Fit into a pocket or my palm
- Maximize comfort in pocket
  - Minimize visible bulges
  - Minimize sharp points and edges
- Minimize weight
  - But surfaces should feel solid
    - So I know it won’t break
    - So I don’t feel cheap
- Maximize performance outdoors
  - Minimize damage from dust
  - Minimize impact from rain
- Maximize durability
  - Can drop it from my ear onto a hard floor

Drive to make statements unambiguous, actionable, measurable, and linked to jobs

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## Obstacles – Panasonic Toughbook H1

### What Could Prevent Accomplishment of Jobs and Success?
- No one-handed operation
- Not rugged
- Spreads germs
- Hard to learn
- Hard to hand-off to next shift
- Need to reboot
- Recharging time

### What Could Prevent Purchase?
- Integration into rest of hospital IT system
- Security concerns
- Productivity decrease as staff comes up to speed
- Lack of appropriate sales organization
- Hard to calculate hospital ROI

Try to turn obstacles into JTBD language – unambiguous, actionable, measurable, and linked to jobs

http://www.youtube.com/watch?v=3dYuReQaw0M

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Keep asking “why?”

• Quiet the shifting between gears
• Make my engine quieter
• Know I bought a good engine

Source: New Markets analysis
Integrating the parts