

Individual Creativity

Chapter I: The need for Innovation and creativity

Difference between Innovation and Creativity

Creativity: is the process of getting a new idea. The mental process that will allow a person or a group of persons to create new ideas. To think about new things.

Creativity is the act of turning/bringing new and imaginative ideas into reality:

- The ability to perceive the world in new ways
- The capacity to find patterns
- The ability to make connections between seemingly unrelated phenomena
- The capacity to generate solutions

The ability to generate novel and useful ideas, therefore, we may say that it is the seed of innovation but unless it's applied and scaled still just an idea.

Is a complex and multifaceted aspect that involves a dynamic interaction between people and the environment where they are

Innovation: It is the process of translating an idea or invention into a good or service, capable to create value or for which customers will pay. Innovation involves the deliberate application of information, imagination and initiative in deriving greater different value from resources, and includes all process by which new ideas are generated and converted into useful products. Introduction of something new

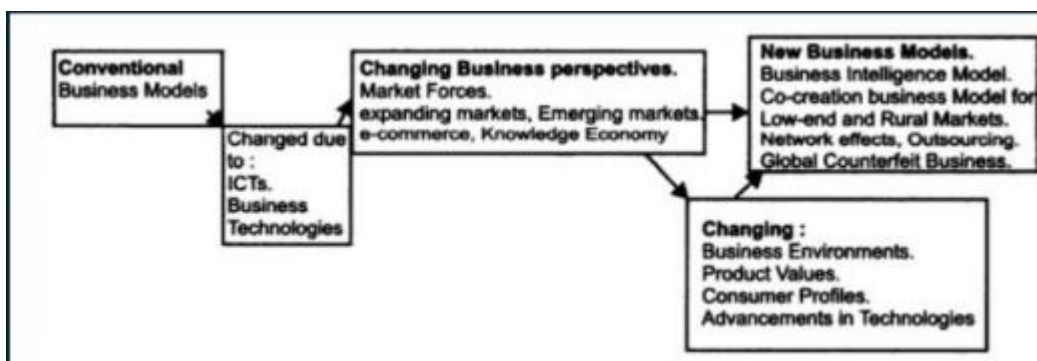
Innovation can refer to something new or to a change made to an existing product, idea or field

The application of ideas, that are novel and useful into good products or service that add value in the market

The three pillars of Innovation

1. Competency
2. Strategy
3. Management

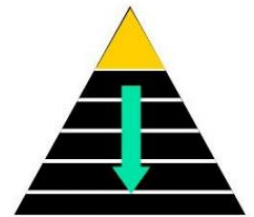
Innovation always bring changes in business Models



BASIS FOR COMPARISON	CREATIVITY	INNOVATION
Meaning	Creativity is a act of creating new ideas, imaginations and possibilities.	Innovation is the introduction of something new and effective into the market.
Process	Imaginative	Productive
Quantifiable	No	Yes
Related to	Thinking something new	Introducing something new
Money Consumption	No	Yes
Risk	No	Yes

Innovation inside the company

- Starts at the Top
- It's Top-Down
- Senior executives have to make sure that innovation becomes a company's Value
- All employees, from the top to the bottom have to be interested and opened mind to innovative processes, products and services



Companies needs employees that are prone to creativity

Gary Hamel: Innovation must be the most important Value for any company more important than quality, since quality is a "si ne qua non" (sem o qual não pode ser) factor to allow competitiveness

Important:

1. Individual creativity started to be understood as a soft skill for managers and even for the other employees of the company
2. Creativity is the first step to reach innovation and the existence of both creativity and innovation is what leads to long lasting success

A person can be a loner or a group creative

Loner/Group creativity: is needed to solve different types of problems that may appear in a working journey

Group creativity: We need "loners" with the capacity to share ideas and make others believe and stars also to give some new insights

Competitive markets: Industry 4.0 and Marketing 4.0

Markets



- General Environment: Politics, Economics, Socio cultural, Technology, Environment, Laws
- Competitive Environment: Suppliers power to negotiate, Client's buying power, Substitutes products, Barriers to entrance, Degree of Rivalry
- Consumers tendencies
- Internal Reality: Finances, Commercial, Marketing, Accounts, Storage and Distribution, Human resources

Market and industry evolution

	MARKETING 1.0 (PRODUCT CENTRIC)	MARKETING 2.0 (CONSUMER ORIENTED)	MARKETING 3.0 (VALUE DRIVEN)
OBJECTIVE	Sell products	Satisfy and retain clients	Make the world a better place
HOW COMPANIES SEE THE MARKET	Mass buyers with physical needs	Smarter consumers with mind and heart	Whole humans with mind, heart and spirit
KEY CONCEPT	Product Development	Differentiation	Value
COMPANY MARKETING GUIDELINES	Product specification	Corporate and products positioning	Corporate mission, vision and values
VALUE PROPOSITION	Functional	Functional and emotional	Functional, emotional and spiritual
INTERACTION WITH CUSTOMERS	One to many transaction	One to one relationship	many to many collaboration

Marketing 4.0

Key concepts: volatility, uncertainty, complexity, ambiguity, vibrant, irreal, crazy and impressive

We ask from companies and workers: • capacity • independence • engagement • imagination/creativity • team work • to think "out of the box".

Is about "marrying" the traditional marketing with the Digital one:

Traditional:

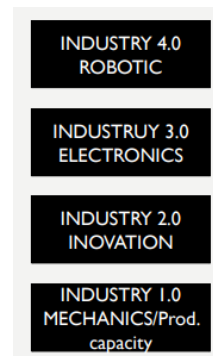
- Four P's: Product, Promotion, Placement and Price
- Company's survey and R&D (research and development) investment

Digital

- Four C's: Co-creation (consumer analytics and digital presence to get consumers insights and learn from them, ex: Mercadona, in Portugal created a laboratory where clients can help create the new products); Currency (dynamic pricing strategy); Communal Activation (Peer to peer distribution, less intermediaries: e-commerce is growing)
- Invest in B2B technologies to avoid missing products and/or later deliveries

Integrating Traditional and digital

- Traditional marketing builds awareness and interest



- Digital marketing drives action and advocacy (Clients will talk about the brand, products and services)

The actual consumers 2019/2020

Who is the actual consumer in a global perspective? What are the recent tendencies?

- Think in more activist persons (since 2017) - customers tend to immediately speak about negative experiences and spread this news using social media and personal networking. ORDER: Avoid Negative Experiences.
- Think about more demanding persons and, due to this, less loyal to a brand (a lot of information is accessible to all through the internet; ORDER: the company must invest in communication that shows its capacity to be ethic in business, to invest in quality and transparency. (since 2018);
- Lonely Consumers are increasing (internet...).
 - They are redefining traditional values, such as marriage, having kids, buying a house and owning a car. ORDER: if you sell cars start renting or allowing this possibility. Ex.: Get your meal by Uber...
- Identity in flux: Stereotypes are starting to be a thing of the past, gender identity and transparency about sexual preferences are in a huge change. Ex.: gender is no longer an important issue
- Ageing: The focus will slowly move from Millennials to the ageing population, who is growing in the occidental world and is significantly influencing the economy. ORDER: Develop proper products and services.
 - Também conhecidos como geração Y, os millennials representam uma faixa demográfica da população mundial. Estima-se que esta geração representa os nascidos entre o período da década de 80 até o começo dos anos 2000. Podemos dizer que essa nova geração se desenvolveu numa época de grandes avanços tecnológicos e prosperidade econômica. Vivendo em ambientes altamente urbanizados, **os millennials presenciaram uma das maiores revoluções na história da humanidade: a Internet.**
- Consumers in training: Children are giving more input in their parent's purchasing decisions and being exposed to brands at an earlier age (less children but we do give them much more attention, hearing what they have to say about brands and products). ORDER: Communicate with them
- Environmental responsibility: show yourself as a brand that respects the environment and acts in a socially responsible way. Consumers prefer brands that act like this. Products and Services that make consumer feel more in control in the face of elemental and environmental threats will have great appeal. Ex.: McDonalds has a Foundation to help children; Zara claims to have no child labour among their different partners;
- Search for a better life: products/services no longer have just one utility; they also need to make clients think (giving them positive experiences - ex.: Nespresso - easy and clean way to have an espresso) and Wellness as status symbol: Wellness and healthy living is trending as a status symbol now. Ex.: Apple and Samsung are good examples of brands that are developing some apps and gadgets that allow monitoring the general health status of the individual, especially while exercising.
- Animal welfare is a must: Pets owners are growing and they treat them as a family member (ex.: Health Insurance for dogs and cats); - Consumers are paying attention to the way animals are

treated and believe that this has an impact on their wealth (ex.: Coimbra's University removed beef from the cantina's menus...)

Tendencies

- Co-branding → EX.: Airbnb and Lego: competition to win a stay at Lego House, in Denmark. Both brands increase their awareness and split costs.
- Social Media Importance: it is crucial to have a page on the most interesting social media networks (Facebook; Instagram...) these pages must have actual information and adopt a round the clock strategy. The actual consumer is always connected and, as an activist person, reacts, critics and gives suggestions sometimes very interesting. Bloggers are growing and brands should use them as Partners. The same for youtubers
- Spontaneity - people prefer brands that ask them for opinions/suggestions, involving them since the real beginning: DNP. Ex.: Mercadona in Portugal - Lab
- Personalize it: Consumers can expect more customization options for mass-produced items and products that will fit them better and post-purchase (more brands are offering personalized after-sales advice support. Order: mass and/or individual customization.

2017 was the year to consider for sure a **new generation** as far as consumers are concerned - **generation z** (born between 1994 to 2010):

- pragmatics - young consumers are extremely realistic and practical, focused in satisfying their financial needs and becoming rich people.
- They prefer logic and they are self-treated and responsible.
- Undefined - for this generation the important is not to be defined; "me" being the first, they break frequently all stereotypes and simply do not care about gender, age and social class
- Talkers - young consumers speak, understand and reach a type of agreement; dialogue is the tool and social media is the place where they prefer to interact and talk.
- Real selfies - young people between 18-20 show themselves as they are (no photoshop, accepting fragilities and they want to be independent).
- Community - z like to be a part of different private groups on social media and not only.
- Meme thinkers - a generation that adopted a new universal code to communicate based on memes and emojis.
- Transparency - z prefers those companies that act in an ethic way.
- environmental defenders - ex.: Greta

Main aspects:

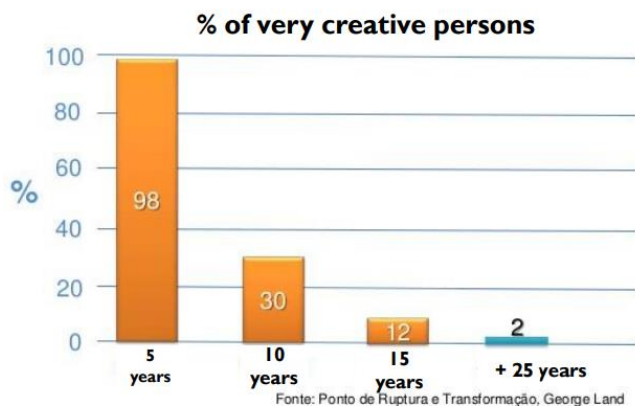
- 1- customer experience;
- 2- eclectic consumer (demands for personalization);
- 3- the voice's era (Alexa from amazon; Siri from apple);
- 4- sports everywhere (ex.: fortnight; special games that are based in sport activities);
- 5- streaming and blogs - influencers;
- 6- rethink social - making sure that brands are not invasive;
- 7- brands must act as "change makers", embracing social causes

Myths about creativity

- 1- To be a creative you need to be a rebel, crazy, genius or artist;
- 2- People are born with creativity

- 3- Creativity can't be learned;
- 4- Creativity demands for a high level of intelligence.

Creativity through our life



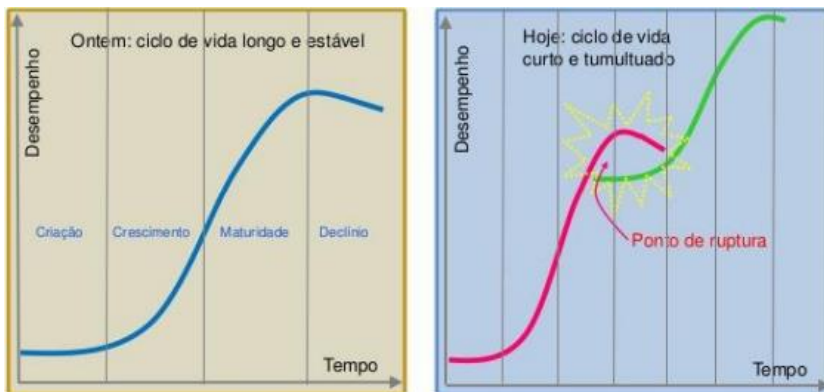
Throughout our life we unlearn how to be creative.
We create blocks to our creativity

How to do an upgrade of your ideas? Some technics can be used:

- 1- Brainstorming;
- 2- Brain Writing;
- 3- Mind Map;
- 4- Thinking Hats
- 5- The Book of Ideas

And creativity is worked and trained. We learn it, we work it, we observe and creativity is learned, but it needs motivation!

Good Times came down



The creative process

1st Problem identification: the simple formulation of a problem is more essential than its solution; perhaps, that main just be a simple question of environmental skills

- A) Be prepared

2nd Direct research: Active search for information for a solution

- a) Define objectives

3rd Indirect Preparation: look for information, even when it initially seems not consensual and/or related to the real problem. Define objectives (Smart condition: Specific\simple; Measurable; Achievable; Reasonable; Time; Ex: My company wants to grow 5% in sales until the 2nd semester of 2020; this is simple to understand, it's achievable and reasonable according to previous analysis to the company)

"the doorway effect" → "there's more to the remembering than just what you paid attention to".

4th To consider finding a solution

- a) Incubation: Human reaction to the constantly conscious data accumulation. The problem is seen from different perspectives
- b) Elaboration: Ideas that were only abstract are "tidy" in order to associate them with already data known and make it familiar (the "unknown")

5th Produce the solution

6th Verify the solution

Blended Consumer

Today's consumers are blended, meaning, they look for information online and buy offline and they also do the opposite, looking for information offline and buying online. They decide to buy where the price and/or the promotion meets their expectations

Consequence? Brands need to adopt an omnichannel strategy (to be present in all the touching points where the consumers "are")

Omnichannel strategy is where a retailer delivers a consistent brand experience across all sales channels. Makes the consumer engagement and the shopping journey with the retailer completely seamless irrespective of the sales channels and/or device they use.

"Omnichannel means seeing things from a consumer's point of view, not from the comfort of your own business boundaries. It means interacting with customers via their three channels of exploration: social, mobile and local at every stage of the purchasing process".



Therefore

- Customers are very demanding persons
- They want everything to "yesterday"
- They want brands that act in a social and environmental responsible way;
- They are connected almost 24 hours per day;
- They want to be healthy persons;
- They spend more money in products for their pets;
- They are tired of the traditional media advertising and do spend more time in social media;
- They are blended

Consequence? Brands are betting in creative procedures in order to create positive experiences for customers: virtual reality, geolocation, touching screens allowing customization, new forms of co-branding and retailtainment

Retailtainment: Putting entertainment inside stores, so that consumers spend more time there. The use of sound, ambience, emotion and activity to get customers interested in the merchandise and in a

mood to buy. Ex.: Armani offers airport travellers a 'disconnection' retailtainment experience in Stockholm airport. Here, earphones and an iPad offering calming sounds of the sea, designed to evoke the mythical Sicilian island of Pantelleria, which is said to be Giorgio Armani's source of inspiration for his Aqua fragrance collection, was delivered to the travellers.

Pop-up retail / pop-up store: fits right in with the Entertainment Economy, the Experience Economy, the Surprise Economy, and so on. It's about surprising consumers with temporary 'performances', guaranteeing exclusivity because of the limited timespan.

Hybrid stores: Coffee and Bicycles or Library and Restaurant

Shop in shop: "one store" inside "a store"



Main sources of ideas:

- patents;
- product's licenses;
- international fairs (very common for individuals working on fashion (clothes and shoes), furniture and decoration...);
- Studies and market studies; exs.: Trend watching (global tendencies); trend hunter - a trend hunter the higher and more popular tendencies' community in the world it depends of a global net with 137.000 members and 3.000 followers great place for initial entrepreneurships and people working in creativity areas; kantar world pannel; GFK studies
- Industry leaders: there are several online tools you can use to discover online influencers for a particular industry or niche: •topsy; •followerwonk; •littlebird.
- Product analysis and trend discovery websites ex.: uncrate (male products); out blush (female products). If you are trying to develop products for ageing consumers... for the youngers (y and z) it's nonsense
- Social sharing sites ex.:
 - pinterest- pinterest is the fastest growing social network with over 50 million monthly users. be sure to check out the popular category for what's up.
 - polyvore- polyvore is a new way to discover and buy things.
 - fancy- fancy describes itself as a mix of store, magazine, and wish list. use fancy to find a gift for any occasion and share your favourite discoveries with all your friends
- Markets for consumers (including retail) - EX.S:
 - Alibaba: One of the largest e-commerce companies in the world, along with Amazon and eBay. Alibaba connects consumers worldwide with Asian retailers and manufacturers. With hundreds of thousands of products, there isn't much you can't find on Alibaba.
 - eBay - EBay is the largest online auction site for consumers. eBay Market Research - A way to find some of eBay's most popular product categories.
 - Amazon...

- **INSTAGRAM:** It's mainly photos/images and therefore a source of many ideas, to replicate, adapting to our own product.

Blocks to creativity

Cultural blocks: when the blocks to creativity come from society itself, which considers "different" one that breaks paradigms and thinks and/or behaves differently to what everyone else does. Since the human being is a "social animal", he refuses not to be accepted or to be criticized, this has an impact on individual creativity

Barriers we impose on ourselves, created by the pressure of society, culture or group to which we belong: make us reject or not accept the way of thinking different people or groups.

Examples of these locks:

- Our way of thinking is the most appropriate;
- We do not think or act this way;
- We respect the traditions;
- In a winning team we do not move!

Environmental or organizational blockages: some organizational factors such as leadership style, organizational structure, organizational purposes or even lack of resources and investment compromise the individual creative potential of their employees, because people in that organization will not find conditions that conduce to the development of creativity

These are the result of working conditions and the environment (physical and cultural):

- Distractions in the workplace (real or imagined);
- Oppressive, unsafe and unpleasant work environment;
- Inhibiting attitudes to the expression of feelings, emotions, humour and fantasy;
- Authoritarianism - inhibiting leadership styles;
- Lack of support, cooperation and confidence in the initiative of the employee;
- Routine and stressful work

Intellectual and communication blocks: the shape and content of communication processes as well as the cognitive ability of individuals can inhibit the creative process.

Inability to formulate and express clearly and assertively the problems encountered and ideas for possible solutions. They can result from several factors:

- Lack of information and little knowledge about the problem or situation under consideration;
- Information that is not fluid, incorrect or incomplete;
- Professional or functional fixation, ie, seeking solutions only within the limits of their specialization or field of activity (eg, inability to pollinate);
- Believe that for all problems there is only one valid / workable solution;
- Improper use or lack of flexibility in troubleshooting methods;
- Inability to clearly formulate and express problems and ideas

Emotional blockages: they are barriers that become a major impediment to creativity, because they are linked to the person's life story, fears and behaviours in everyday situations.

- Fear of taking risks;

- Afraid of looking ridiculous or lacking in common sense;
- Difficulty isolating a problem;
- Discomfort with uncertainty and ambiguity;
- Negativism - looking ahead for reasons for failure, why not it will work;
- Inability to clearly distinguish Reality and Fantasy (people rambling... get lost).

Perception blocks: they arise when people cannot give problems a new approach or find a different way to solve them.

Obstacles that prevent us from clearly understanding the problem or information needed to solve it. Inability to analyse problems from various points of view. Examples:

- Stereotypes - Unaware that an object can have more applications than its usual function;
- Imaginary borders - creating boundaries to the problem or solution, which do not really exist;
- Information overload and details that confuse and restrict the solution that can be considered.

How to counter blocks? Change your perspective and look for unusual solutions / approaches.

(lateral thinking - bono)

Lateral thinking can be defined as a heuristic perspective for problem solving: the individual tries to look at a problem from various points of view (angles) rather than attacking it head-on. Ask questions; change perspectives; create new ideas.

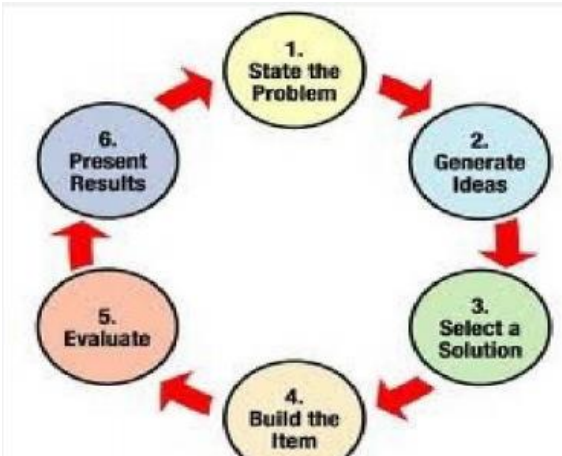
Tools for eliminate creativity blocks

1. Brainstorming: brainstorming is a creativity technique that can be used individual or in group; efforts are made to find a conclusion for a specific problem by gathering a list of ideas in a spontaneous way.
 - a. Individual brainstorming p.s.
 - i. when you brainstorm on your own, you don't have to be worried about other people's egos or opinions and you can be free and more creative.
 - ii. for individual brainstorming choose a comfortable place to sit and think;
 - iii. minimize distractions, focus on the problem at hand, using mind maps if you think it's easy that way.

Main topics on brainstorming:

- relaxed and informal approach to problem solving with lateral thinking.
- no criticism of ideas, when in group sessions.

≥ Steps for brainstorming



Most common uses of brainstorming:

- for advertising campaigns;
- for market strategy (ex.: ideas for a new product)
- for research techniques (ex.: sales prediction)

Mind map

Mind Mapping is a graphical scheming technique, universally used to unlock an individual's brain potential. It stimulates the total capabilities of the cerebral cortex: logic, rhythm, colour, and space consciousness in a unique and powerful way. Allowing this liberation from the brain capacities of the individual gives him the freedom to gently explore the infinite mental capacities he possesses.

The Mind Map can be applied to every aspect of life where improved learning and clearer thinking will enhance human performance.

A **MENTAL MAP** is a visual way of taking notes that can be done, individually and / or in group. At its root is a central idea or problem needing resolution.

- It is a kind of Brainstorming of images;
- Tony Buzan has developed a technique for organizing ideas and notes, establishing associations, and making it all visible on paper;
- Combination of writing and drawing;

PS. It is not necessary to formulate complicated sentences, and the ordering can appear immediately through the graphic layout.

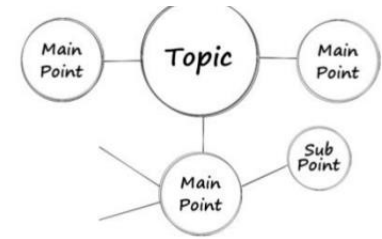
Creating a mind map

- the theme or object of attention is transported to a central image;
- main themes associated with the central theme come from the central image in "large arms/branches";
- each branch / arm keeps a central picture / word printed on the associated line;
- branches form an interconnected nodal structure.

Guidelines for a mind map

- write the problem/topic in the center;
- the different branches and lines must be linked, all starting from the central image (idea / situation under analysis).

- the lines become thinner as they no longer come from the center.
- Start at the center with topic image (theme under review), using at least 3 COLORS.
- Choose keywords and type them using uppercase letters and lowercase.
- Use Images, Symbols, Codes and Dimensions through Mind Map.
- Show associations on the Mind Map.
- Develop a Mind Map according to your personal style (not limited to imitate).
- Use colours



When to use a mind map?

- planning (ex: a trip; a project; a working journey);
- to support a brainstorming;
- when we need to document in a rapid way the given ideas.

Advantages of this method

- 1- It is an effective thinking tool because it requires strong brain utilization and the development of associations between ideas: each branch of the Mind Map is related / associated with the previous one.
- 2- It becomes a visual map that represents the free associations of the individual and reveals how his brain works.
- 3- Just as the "branches" are all connected, so are the ideas all related to each other. This makes a Mind Map much more complete than a mere listing of ideas.

Book of creative ideas: when participants can't be all together in the same space

A) get a notebook and, on the first page, the problem is written;

B) each at a time, all those involved write their ideas there (the notebook circulates)

C) It can circulate daily or faster; P.S. For more complex problems, it is usual that the notebook will only circulate after a few days. Very used by Designers in an attempt to adapt examples to new projects - polinization.