**MARK-C1079**

# DRIVING CREATIVITY AND INNOVATION IN MARKETING: CONSUMER INSIGHTS AND CREATIVE TRANSFORMATIONS

# HI, I'M HENRI WEIJO

- Consumer culture researcher, researching consumer creativity and value creation, communal consumption
- Industry background in advertising and digital marketing
- Consulting and lecturing in branding, storytelling, marketing communications, customer experience management, innovation, and consumer-oriented strategies
- Extensive training in group creativity elicitation

henri.weijo (a) aalto.fi

# WHAT ABOUT YOU GUYS?

# BROAD LEARNING GOALS

1. Understanding and appreciating creativity
2. Managing creativity, especially in group settings
3. How/why creativity is used in marketing
4. Above all, exposing students to creative processes and skills
5. Sparking an interest in lifelong creativity enhancement

# CREATIVITY IN MARKETING

- Creativity has always been a fundamental skill in marketing
- However, its importance is only growing, a complement <u>and</u> contrast to more data-driven marketing
- As a differentiator on the job market, being considered "creative" is absolutely priceless
- I aim to challenge you, and make you want to be a Creative Marketer

# Top 10 skills

## in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

## in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity

Source: Future of Jobs Report, World Economic Forum

# THE POLARIZATION OF MARKETING

**TECHNOLOGY**

## The Future of Human Work Is Imagination, Creativity, and Strategy

by Joseph Pistrui

JANUARY 18, 2018

It seems beyond debate: Technology is going to replace jobs, or, more precisely, the people holding those jobs. Few industries, if any, will be untouched.

Knowledge workers will not escape. Recently, the CEO of Deutsche Bank predicted that half of its 97,000 employees could be replaced by robots. One survey revealed that "39% of jobs in the legal sector could be automated in the next 10 years. Separate research has concluded that accountants have a 95% chance of losing their jobs to automation in the future."

And for those in manufacturing or production companies, the future may arrive even sooner. That same report mentioned the advent of "robotic bricklayers." Machine learning algorithms are also predicted to replace people responsible for "optical part sorting, automated quality control, failure detection, and improved productivity and

**MARKET RESEARCH**

## Big Data Is Only Half the Data Marketers Need

by Mikkel B. Rasmussen and Andreas W. Hansen

NOVEMBER 16, 2015

For marketers, truly valuable customer data comes in two forms: thick data and big data. Thick data is generated by ethnographers, anthropologists, and others adept at observing human behavior and its underlying motivations. Big data is generated by the millions of touchpoints companies have with customers. To date, thick data and big data have been promoted and employed by very different people. Thick data has been handled by companies grounded in the social sciences. Big data has been promoted by people with analytics degrees, often sitting in corporate IT functions. There has been very little dialogue between the two.

This is unfortunate. Combining the two approaches can solve many of the problems that each category of data faces on its own. Thick data's strength comes from its ability to establish hypotheses about why people behave as they do. It cannot help answer questions of "how much," only "why." Big Data has the advantage of being largely unassailable because it is generated by the entire customer population rather than a smaller sample size. But it can only quantify human behavior, it cannot explain its motivations. That is to say, it cannot arrive at a "why."

**MARKETING**

## Use Big Data to Create Value for Customers, Not Just Target Them

by Niraj Dawar

AUGUST 16, 2016

Big data holds out big promises for marketing. Notably, it pledges to answer two of the most vexing questions that have stymied marketers since they started selling: 1) who buys what when and at what price? and 2) can we link what consumers hear, read, and view to what they buy and consume?

Answering these makes marketing more efficient by improving targeting and by identifying and eliminating the famed half of the marketing budget that is wasted. To address these questions, marketers have trained their big-data telescopes at a single point: predicting

**The Economist**

Topics     Current edition     More

**Automatic for the people**

## How Germany's Otto uses artificial intelligence

*The firm is using an algorithm designed for the CERN laboratory*

Print edition | Business ›

Apr 12th 2017 | HAMBURG

A GLIMPSE into the future of retailing is available in a smallish office in Hamburg. From there, Otto, a German e-commerce merchant, is using artificial intelligence (AI) to improve its activities. The firm is already deploying the technology to make decisions at a scale, speed and accuracy that surpass the capabilities of its human employees.

Big data and "machine learning" have been used in retailing for years, notably by Amazon, an e-commerce giant. The idea is to collect and analyse quantities of information to understand consumer tastes, recommend products to people and personalise websites for customers. Otto's work stands out because it is already automating business decisions that go beyond customer management. The most important is trying to lower returns of products, which cost the firm millions of euros a year.

**Top leadership qualities**
CEOs cited creativity as the most important leadership quality over the next five years.

**Creativity**

60%

*Creativity is the most important leadership quality, according to CEOs.* Standouts practice and encourage experimentation and innovation throughout their organizations. Creative leaders expect to make deeper business model changes to realize their strategies. To succeed, they take more calculated risks, find new ideas, and keep innovating in how they lead and communicate.
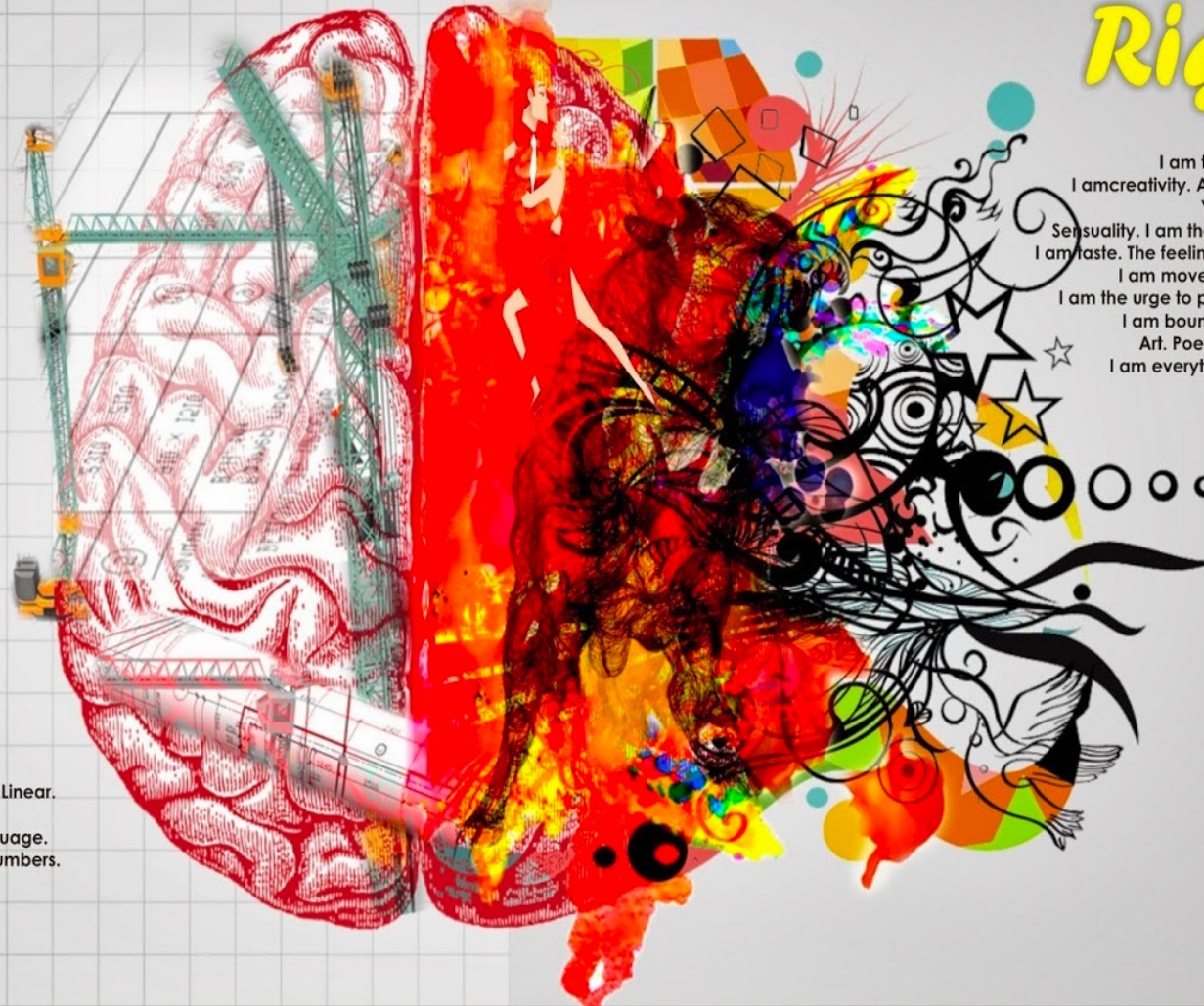
IBM

Humility

12%

Fairness

12%

**Right** brain

I am the right brain.
I amcreativity. A free spirit. I am passion.
Yearning.
Sensuality. I am the sound of roaring laughter.
I am taste. The feeling of sand beneath bare feet.
I am movement. Vivid colors.
I am the urge to paint on an empty canvas.
I am boundless imagination.
Art. Poetry. I sense. I feel.
I am everything I wanted to be.

**LEFT** BRAIN

I am the left brain.
I am a scientist. A mathematician.
I love the familiar. I categorize. I am accurate. Linear.
Analytical. Strategic. I am practical.
Always in control. A master of words and language.
Realistic. I calculate equations and play with numbers.
I am order. I am logic.
I know exactly who I am.

## CHATGPT MADE ME QUESTION WHAT IT MEANS TO BE A CREATIVE HUMAN

Can the next iteration of AI have better ideas than us? Or will this technology just become a tool to help us carry on our livelihoods?

BY NICK BILTON
DECEMBER 5, 2022



OpenAI logo displayed on a phone screen and ChatGPT website displayed on a laptop screen are seen in this illustration photo taken in Krakow, Poland on December 5, 2022. (Photo by Jakub Porzycki/NurPhoto via Getty Images) NURPHOTO/GETTY IMAGES

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# Generative AI is here: How tools like ChatGPT could change your business

December 20, 2022 | Commentary

By Michael Chui, Roger Roberts, and Lareina Yee

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Generative AI and other foundation models are changing the AI game, taking assistive technology to a new level, reducing application development time, and bringing powerful capabilities to nontechnical users.

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Donato Riccio
Jan 7 · 5 min read · Listen

## ChatGPT and AI are not going to replace creativity

Human imagination is here to stay



Photo by Dragos Gontariu on Unsplash

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Modern Marketing   Adtech   Artificial Intelligence

## Don't worry, ChatGPT won't soon replace human creativity

By Carla Hendra | Global Chief Executive Officer
DECEMBER 20, 2022 | 8 MIN READ          Listen to article 7 min 10 sec

Even ChatGPT, which has captured the latest hype in generative artificial intelligence, can't compete with raw human creativity, argues Ogilvy Consulting's Carla Hendra.



/ Adobe Stock

Above all, this course is about
**CREATIVITY AS A PROCESS**

# GRADE STRUCTURE

- **Class Participation**                                              **20 %**
  - Perusall                                                                   10%
  - Class participation                                                   10%
- **Short story exercise**                                           **35 %**
- **Consumer Insights Group project**                    **45 %**

  *Passing the course requires completing assignments and obtaining at least 50%*

Monday, January 9th 10:15 » 12:00
**Introduction & Practicalities**

Wednesday, January 11th 10:15 » 12:00
**IdeaGen**

Monday, January 16th 10:15 » 12:00
**PITCH POSTER SESSION**

Wednesday, January 18th 10:15 » 12:00
**Creativity and Storytelling, I**

Monday, January 23rd 10:15 » 12:00
**Ethnography & Creative Insights**

Wednesday, January 25th 10:15 » 12:00
**Creativity and Storytelling, II**

Monday, January 30th 10:15 » 12:00
**Understanding Innovations**

Wednesday, February 1st 10:15 » 12:00
**Creativity and Value Propositions**

Monday, February 6th 10:15 » 12:00
**Consumer Creativity**

Wednesday, February 8th 10:15 » 12:00
**What's killing marketing creativity**

Wednesday, February 13th 10:15 » 12:00
**Recap and Leading Creativity**

Wednesday, February 15th 10:15 » 13:00
**SHOWCASE SESSION**

# CLASS PARTICIPATION (20%)

- 10% class activity
- 10 % Perusall activity
- This is a fundamentally different course from any other Marketing course (shows in the grade emphasis)
  - A lot of class discussion, group exercises, and in-class activities (learning creativity is not something you can just read from a book)

⌨ ❓ Help TS Test Student ▾

**Creativity in Mar...** ✕

← My Courses and Clubs
🏠 Course home
📈 My scores
🔔 Notifications
✏ Notes
📅 Add to my calendar
➡ Unenroll from course

**Readings**

**Documents**

Madjsberg and Rasmusse...
Creativity Is Memory | Psy...
The Art of Creativity | Psy...
Ward et al (2018) Brain dr...
Journal of Marketing Edu...
Show more...

**Assignments**

Feb 25: Creative Growth
Feb 25: What is Creativity?
Feb 26: Creativity worksh...
Feb 26: What is good brai...
Mar 2: Creativity and Con...
Show later assignments...

**Chats** ❓

**Groups** ⊕

🔴 📢 Announcements

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🏠 Get started   📑 Documents   ☑ **Assignments**

**Due Tue Feb 25, 2020 11:00 am CET**

On supporting creative growth - Miltton Group
Creative Growth

The Art of Creativity | Psychology Today
What is Creativity?

**Due Wed Feb 26, 2020 11:00 am CET**

Madjsberg and Rasmussen (2016) The Moment of Clarity
Creativity workshops in organizations

hbr.org-Better Brainstorming (1)
What is good brainstorming?

**Due Mon Mar 2, 2020 11:00 am CET**

Creativity and Contemporary Society
Creativity and Contemporary Society

Creativity and your career
Creativity and Your Career

**Due Wed Mar 4, 2020 11:00 am CET**

Madjsberg and Rasmussen (2016) The Moment of Clarity
Creativity and Ethnography Part 1

Why Big Data Needs Thick Data - Ethnography Matters -

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**The Art of Creativity | Psychology Today**
What is Creativity?
Due Tue Feb 25, 2020 11:00 am CET

Remember, your score depends on: 1. Contributing thoughtful questions and comments to the class discussion, spread throughout the entire reading 2. Starting the reading early 3. Breaking the reading into chunks (instead of trying to do it all at once) 4. Reading all the way to the end of the assigned reading 5. Posing thoughtful questions and comments that elicit responses from classmates 6. Answering questions from others 7. Upvoting thoughtful questions and helpful answers

Assignment not yet opened.

→
**Work on assignment**

**Perusall physic...** ✕

🏠 Course home
📈 My scores
📅 Add to my calendar

**Readings**

**Documents**
● College E&M Textbook

**Assignments**
● Feb 12: Assignment 1: ...

**Chats**

**Groups** ＋
● 📢 Announcements
● General discussion

**One-on-One** ＋

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• Describe how a lightning rod works.
• Explain how a metal car may protect passengers inside from the dangerous electric fields caused by a downed line touching the car.
**18.8. Applications of Electrostatics**
• Name several real-world applications of the study of electrostatics.

**Introduction to Electric Charge and Electric Field**

The image of American politician and scientist Benjamin Franklin (1706–1790) flying a kite in a thunderstorm is familiar to every schoolchild. (See Figure 18.2.) In this experiment, Franklin demonstrated a connection between lightning and **static electricity**. Sparks were drawn from a key hung on a kite string during an electrical storm. These sparks were like those produced by static electricity, such as the spark that jumps from your finger to a metal doorknob after you walk across a wool carpet. What Franklin demonstrated in his dangerous experiment was a connection between phenomena on two different scales: one the grand power of an electrical storm, the other an effect of more human proportions. Connections like this one reveal the underlying unity of the laws of nature, an aspect we humans find particularly appealing.
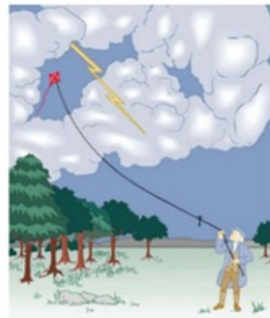
Figure 18.2 When Benjamin Franklin demonstrated that lightning was related to static electricity, he made a connection that is now part of the evidence that all directly experienced forces except the gravitational force are manifestations of the electromagnetic force.

Much has been written about Franklin. His experiments were only part of the life of a man who was a scientist, inventor, revolutionary, statesman, and writer. Franklin's experiments were not performed in isolation, nor were they the only ones to reveal connections.

For example, the Italian scientist Luigi Galvani (1737–1798) performed a series of experiments in which static electricity was used to stimulate contractions of leg muscles of dead frogs, an effect already known in humans subjected to static discharges. But Galvani also found that if he joined two metal wires (say copper and zinc) end to end and touched the other ends to muscles, he produced the same effect in frogs as static discharge. Alessandro Volta (1745–1827), partly inspired by Galvani's work, experimented with various combinations of metals and developed the battery.

During the same era, other scientists made progress in discovering fundamental connections. The periodic table was developed as the systematic properties of the elements were discovered. This influenced the development and refinement of the concept of atoms as the basis of matter. Such submicroscopic descriptions of matter also help explain a great deal more.

Atomic and molecular interactions, such as the forces of friction, cohesion, and adhesion, are now known to be manifestations of the **electromagnetic force**. Static electricity is just one aspect of the electromagnetic force, which also includes moving electricity and magnetism.

All the macroscopic forces that we experience directly, such as the sensations of touch and the tension in a rope, are due to the electromagnetic force, one of the four fundamental forces in nature. The gravitational force, another fundamental force, is actually sensed through the electromagnetic interaction of molecules, such as between those in our feet and those on the top of a bathroom scale. (The other two fundamental forces, the strong nuclear force and the weak nuclear force, cannot be sensed on the human scale.)

This chapter begins the study of electromagnetic phenomena at a fundamental level. The next several chapters will cover static electricity, moving electricity, and magnetism—collectively known as electromagnetism. In this chapter, we begin with the study of electric phenomena due to charges that are at least temporarily stationary, called electrostatics, or static electricity.

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**Current conversation** ✕

+18 ❓ I didn't realize that lightning was due to static electricity - is this true? I thought static electricity means electrons that are still -with lightning - the electrons are clearly moving quickly as the lightning strikes. Lightning travels 2.8 x 10^8 m/s - that's almost as fast as the speed of light - clearly not static!

🔗 ⚠ Jun 28 10:21 pm

good question! lightning itself is not static (as it is moving). however - lightning strikes when there is enough of a build-up on charge (in the clouds - compared to the ground) that there is a breakdown of the air that separates the clouds from the air. Lightning doesn't happen without enough of a build-up of static charge. +15 ✅

⚠ Jun 28 10:39 pm

**B** *I* **A** ▾

Σ 😊 ▾ 🖼 🔗 ▦ ▾ 🔒

Enter your comment or question and press Enter. Mention a friend by typing @

# PERUSALL INSTRUCTIONS

1. Create an account on Perusall.com
2. Join the course by inserting the course code: **WEIJO-TCYBN**
3. Complete the assignments before each class (check the deadlines!)

**Your Perusall score depends on:**
1. Contributing thoughtful questions and comments to the class discussion, spread throughout the entire reading
2. Starting the reading early
3. Breaking the reading into chunks (instead of trying to do it all at once)
4. Reading all the way to the end of the assigned reading
5. Posing thoughtful questions and comments that elicit responses from classmates
6. Answering questions from others
7. Upvoting thoughtful questions and helpful answers

# PERUSALL: MAX POINT SOURCES

1. 30% by completing the assigned reading
2. 20% "active reading" bonus
3. 35% on "annotation quality"
4. 30% gettings responses to your annotations
5. 20% upvoting and receiving upvotes
6. 10% by opening the assignment multiple times
7. A minimum of 5 annotations for full points
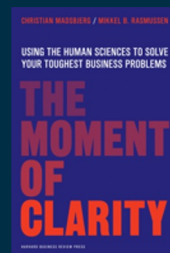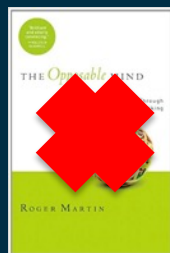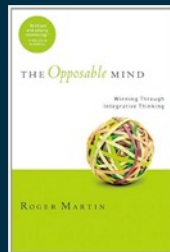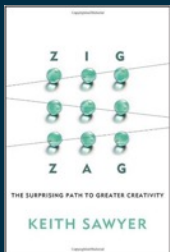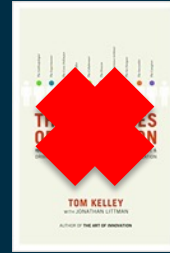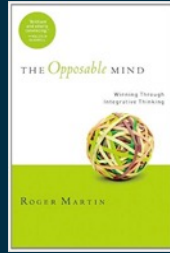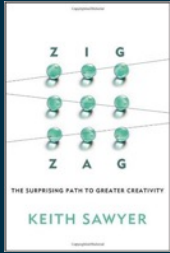
## EVOLUTION OF READINGS

1. Reduced amount of creative techniques

2. Increased understanding and personal reflection of creativity

3. More emphasis on ethnographic work and exploring the human boundaries of problems

4. Managing personal creative work as a (marketing) professional

# COURSE READINGS

- All readings corresponding to each lecture are available on Perusall, possible additional readings on MyCourses

- I expect you to 1) familiarize yourself with the articles independently before each class, 2) make it obvious by your in-class participation, and 3) apply the theories in all the assignments!

- First two, very short readings are due by next lecture!

# GROUP PROJECT

# GROUP ASSIGNMENT (45%) 1/3

- **In short: find a problem that somehow manifests in/as consumer behavior, and then create a solution for it**

- Choose a problem that is relatable, understandable, and something you can "access" in your research

- You must show an understanding of the market's "cultural orthodoxy" (see Holt and Cameron 0209), and elaborate what creative opportunities this affords

- The solution can be anything related to marketing or consumption: a new product, service, an awareness campaign, a new consumer movement, a new way of consuming…

# GROUP ASSIGNMENT (45%) 2/3

- Leaning goal: mastering the creative process, the solution itself is only subservient to this goal ➔ "tell me how you got there"

    1. What were the initial ideas, how they were refined etc.

    2. Encouraged to find inspirational benchmarks or interesting cases

    3. Encouraged to keep explore the problem "as a service"

    4. Tell a story of how your solution evolved as you applied creative tools while solving it

# GROUP ASSIGNMENT (45%) 3/3

- **Pitch session** *(5%; pass/fail)*
  - Poster session (see MyCourses for template)
  - One week from the intro lecture!
- **Final presentation** *(35%; graded)*
  - At the end of the semester
  - Should concentrate more on the solution itself, "selling it"
- **Final report** *(60%; graded)*
  - This report is about the creative process you used to solve the problem, as well as your solution
  - 1.5 spaced, 1" margins, 12-point font, Times New Roman.
  - No max length (due to likelihood of pictures etc.), but concise writing a grading criteria, please use appendices

# LESSONS LEARNED

- There were some issues with the group project that merit discussion
- Especially the understanding of what constitutes "a problem"
- Example: a few years ago two groups presented as their initial problem "Tinder for jobs"
- What's wrong here?

"TINDER FOR JOBS" IS NOT A PROBLEM, IT'S ALREADY A SOLUTION

3 New Job Hunting Apps That Work Just Like Tinder (Yes, Tinder!)

Corie Hengst

Career Advice | September 02, 2015

## SHORT EXAMPLE: 5 "WHYS"

"I hate my job."
"Why do you hate your job?"
"Because I feel like I'm not being my best."
"Why do you feel like that?"
"Because I'm always feeling too tired to work well."
"Why are you always tired?"
"Because I have to get up at 5:30AM to be at work on time."
"Why do you have to wake up so early?"
"Because I have 50 km commute and the road can get congested in the mornings."

# ADDITIONAL TIPS

- Important that the initial problem be "manageable"
- "Climate change" is too big of a problem
- Try to find "human size problem" with a clear (consumer) behavioral element or manifestation ➜ secondary research easier to find

- Examples from previous years:
  1. Why do so many first dates go wrong?
  2. Why don't some parents vaccinate their kids?
  3. University cyber bullying
  4. Plastic bags in supermarkets
  5. Cell phone addiction

# GROUP PROJECT

| | | | |
|---|---|---|---|
| 1. | Group pitch session | 5% | Jan 16th |
| 2. | Showcase session | 35% | Feb 15th |
| 3. | Final draft | 60% | Feb 27th |

STORYTELLING BRANDS

a novel by:

The Creativity in Marketing class of 2023

# *SHORT STORY (35%)*

"Short stories are tiny windows into other worlds and other minds and other dreams. They're journeys you can make to the far side of the universe and still be back in time for dinner."
-Neil Gaiman

- Short stories are a great way to train key marketing skills:
    – 1) being compelling in a constrained medium
    – 2) conveying emotion and desire
    – 3) creating relatability through characters
    – 4) copywriting and communication
    – 5) creativity through iteration and the importance of editing

# STEP ONE: (BRAND) CHARACTERS

- The original idea came from Stephen Brown who has used a version of this in his branding class
- Key idea: pick a brand, and imagine as if this brand were a real person
- Basically, one page
- See instructions for writing a character outline

# *SHORT STORY (35%)*

- "Writing Well" document on MyCourses and Perusall!
- Example short stories I will be sharing throughout the course!
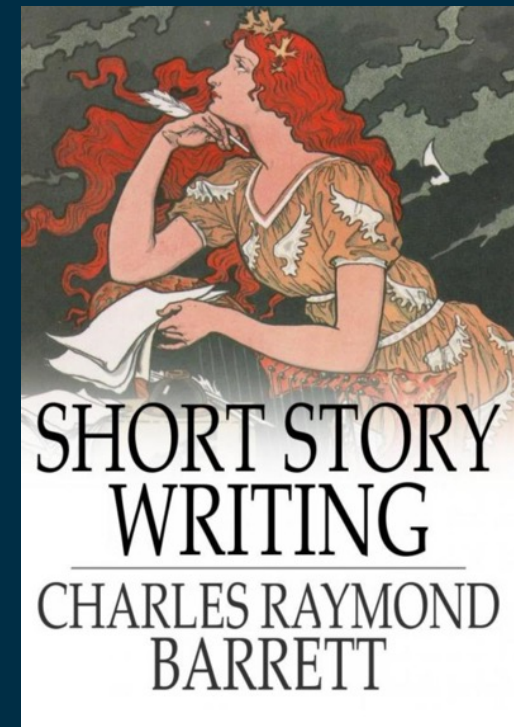
# EXAMPLE: "MARL BOROUGH"

# STEP TWO: WRITE A SHORT STORY

- Write a short story with your character!
- Third-person POV, title of the short story is your character's name (a chapter in GoT/Fire and Ice books)
- Aim for around 1.000 to 1.500 words, but absolutely do not go over 2.500 words!
- See document on MyCourses for instructions and advice!



**BRAN**

The morning had dawned clear and cold, with a crispness that hinted at the end of summer. They set forth at daybreak to see a man beheaded, twenty in all, and Bran rode among them, nervous with excitement. This was the first time he had been deemed old enough to go with his lord father and his brothers to see the king's justice done. It was the ninth year of summer, and the seventh of Bran's life.

The man had been taken outside a small holdfast in the hills. Robb thought he was a wildling, his sword sworn to Mance Rayder, the King-

# STEP THREE: ANONYMOUS FEEDBACK

- You will be paired, and you will be giving each other anonymous feedback based on the short story theory readings plus the "Writing Well" document

# STEP FOUR: REVISING YOUR STORY

- Based on the feedback, you are expected to improve the short story into the final deliverable

# STORYTELLING BRANDS

| | | | |
|---|---|---|---|
| 1. | Character selection | 0% | Jan 13th |
| 2. | Character outline | 25% | Jan 20th |
| 3. | First draft | 25% | Jan 27th |
| 4. | Anonymous Peer review | 15% | Feb 6th |
| 5. | Final draft | 35% | Feb 22nd |

Creativity in Marketing 2021

# Short Stories



# BRAND CORONATION

CREATIVITY IN MARKETING

CLASS OF 2020

TECH

## CHATGPT MADE ME QUESTION WHAT IT MEANS TO BE A CREATIVE HUMAN

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BY NICK BILTON
DECEMBER 5, 2022

OpenAI logo displayed on a phone screen and ChatGPT website displayed on a laptop screen are seen in this illustration photo taken in Krakow, Poland on December 5, 2022. (Photo by Jakub Porzycki/NurPhoto via Getty Images) NURPHOTO/GETTY IMAGES



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Donato Riccio
Jan 7 · 5 min read · Listen

## ChatGPT and AI are not going to replace creativity

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Photo by Dragos Gontariu on Unsplash



Modern Marketing   Adtech   Artificial Intelligence

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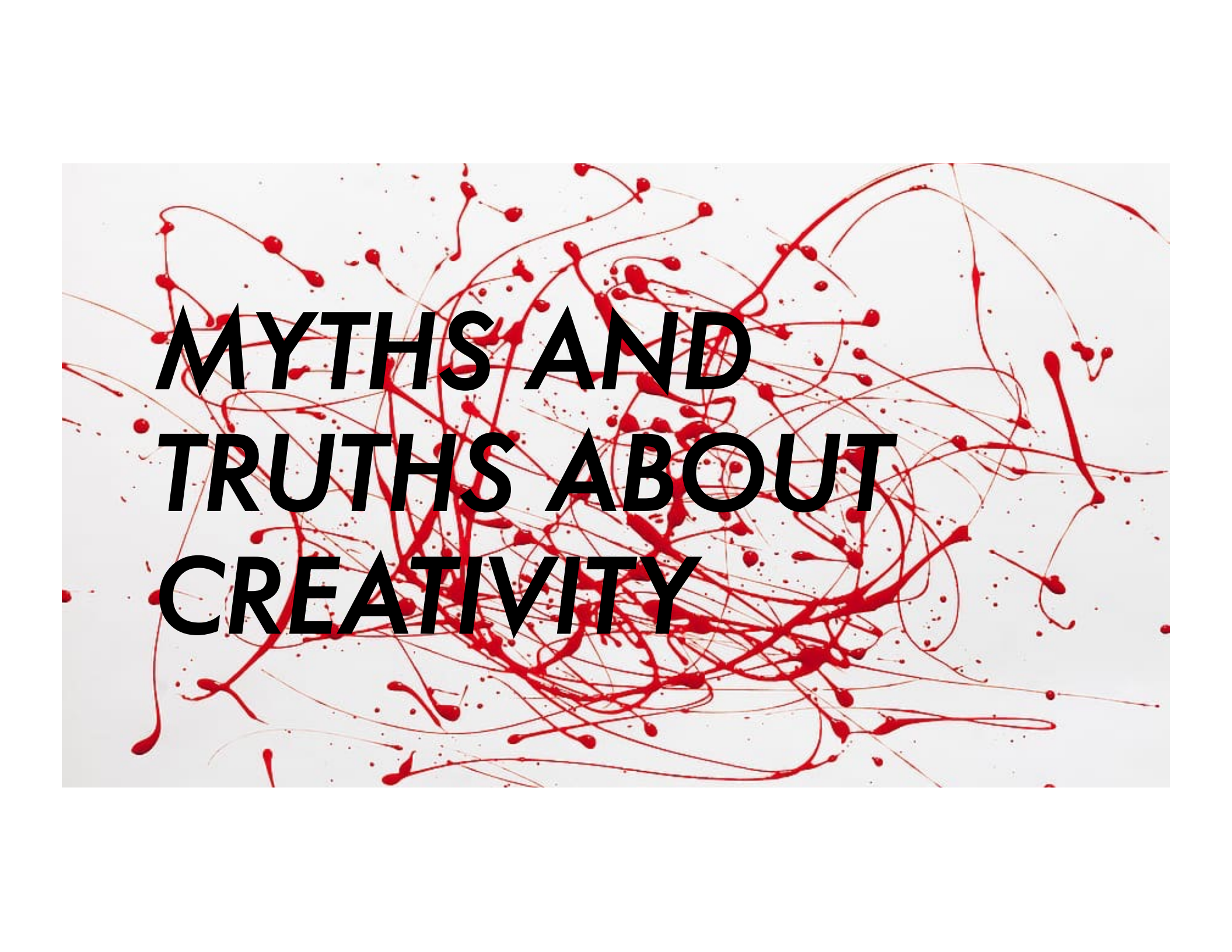DECEMBER 20, 2022 | 8 MIN READ          Listen to article   7 min 10 sec

Even ChatGPT, which has captured the latest hype in generative artificial intelligence, can't compete with raw human creativity, argues Ogilvy Consulting's Carla Hendra.

/ Adobe Stock

# MYTHS AND TRUTHS ABOUT CREATIVITY

**MYTH #1:** Creativity is about big breakthrough inventions and art!

**MYTH #1:** Creativity is about big breakthrough inventions and art!

**TRUTH: Creativity is needlessly romanticized; it comes in all shapes and sizes, ranging from "Big C" to "small c" creativity** (Kaufman & Beghetto, 2009)

# Defining Creativity

**Creativity** is the generation of novel and useful ideas or solutions to a problem

(e.g. Amabile, 1996; Burroughs and Mick, 2004)

**MYTH #2:** Creative people are special! I couldn't possibly be creative like that!

- While creativity benefits from certain inherent personality traits, it is not "either you have it or you don't" ➔ It is a muscle that can be trained
- Sawyer (2008) ZigZag: "Creativity is 80 percent learned and acquired"

ZIG

ZAG

THE SURPRISING PATH TO GREATER CREATIVITY

KEITH SAWYER
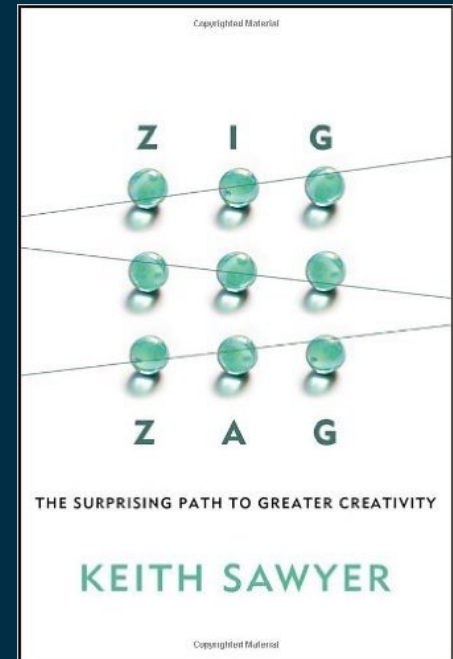
# Personality and Creativity

**Certain personality traits heavily link to creativity:**

1. Openness to new experiences
2. Tolerance of ambiguity
3. Playfulness
4. Low ego-sensitivity

**MYTH #2:** Creative people are special! I couldn't possibly be creative like that!

**TRUTH: Everybody can be creative! (though personality does matter)**

**MYTH # 3:** Only certain fields or professions are *really* creative!

**MYTH # 3:** Only certain fields or professions are *really* creative!

**TRUTH: Creativity gives a competitive advantage in practically all fields.**

**MYTH #4:** Everybody loves creativity!

"This 'telephone' has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us."
Western Union internal memo, 1876

"I think there is a world market for maybe five computers."
Thomas Watson, chairman of IBM, 1943

"Television won't last because people will soon get tired of staring at a plywood box every night."
Darryl Zanuck, movie producer, 20th Century Fox, 1946

"Our survey research shows that consumers don't want touchscreen phones."
Anssi Vanjoki, Nokia CMO, reacting to the iPhone launch, 2007

## How South Park Was Almost Destroyed By One Focus Group

BY NICK VENABLE 　 1 YEAR AGO 　 21 COMMENTS

Salisbury Steak
with buttered noodles
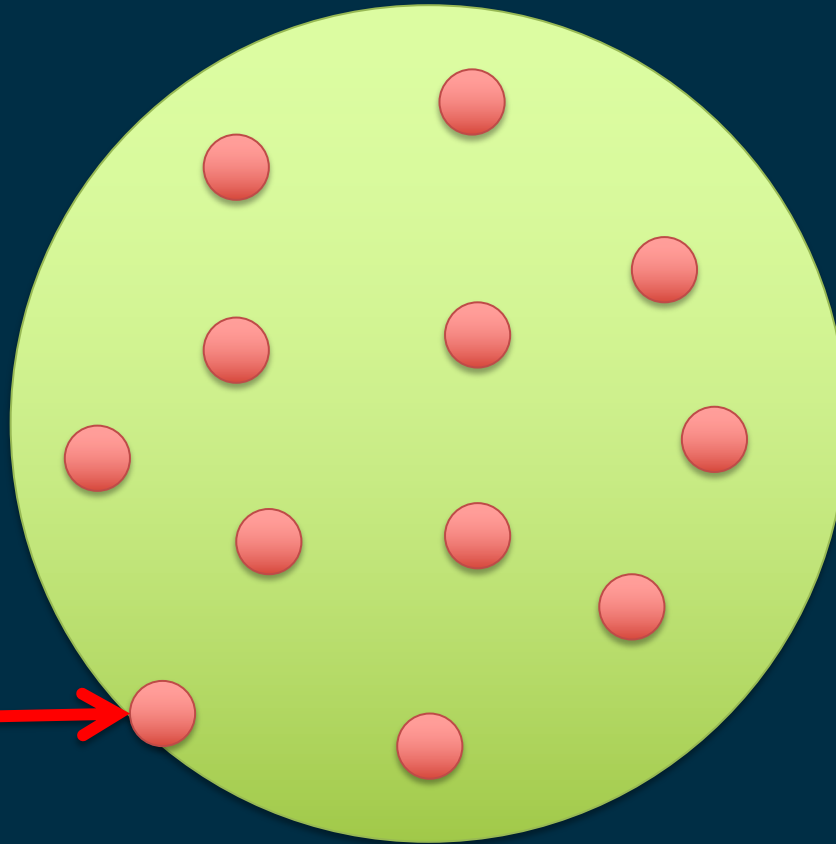and choice of:
Green bean cassarole
or Vegetable medley

During the Golden Age of Television, showing a toilet was one of the more risqué things that shows could do. Skip forward a few decades, and there's *South Park*, using an animated piece of feces to celebrate Christmas, and even that ended up being fairly tame compared to future shenanigans that creators Trey Parker and Matt

Transgression, 'unacceptable' creativity

Typical, acceptable creativity

1. Most creativity or innovation cases 'celebrate the victor'

2. Individual creatives often make 'the rest of us' look bad

3. Organizations and groups converge towards stability, harmony, 'not rocking the boat'

4. Work incentives rarely reward creativity

**Inside the Box**

People don't actually like creativity.

By Jessica Olien

121k      374
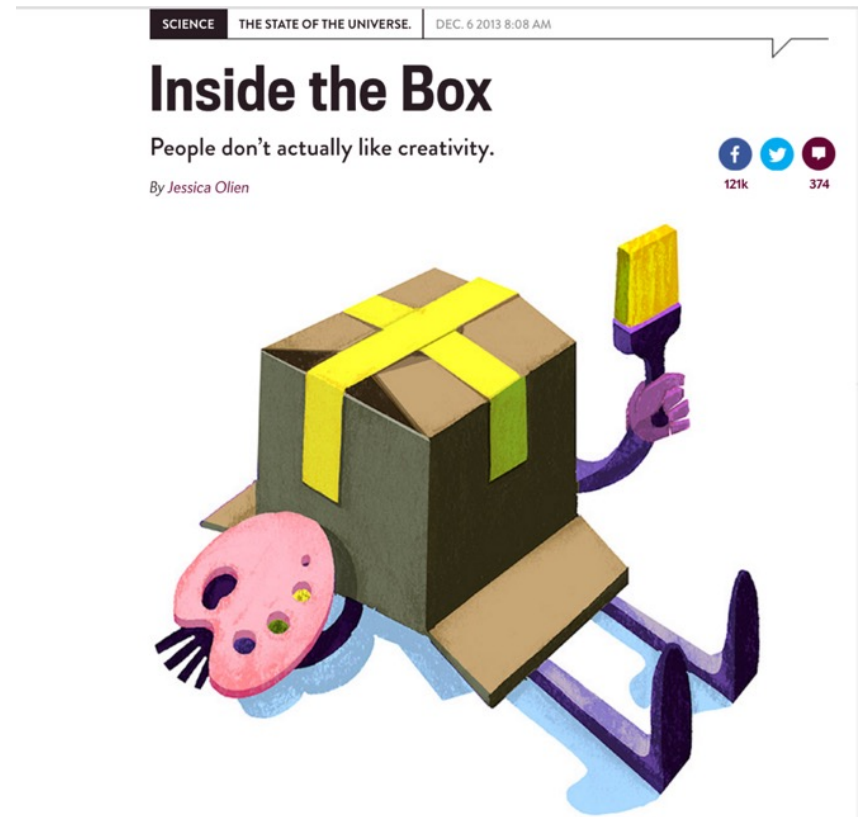
**MYTH #4:** Everybody loves creativity!

**TRUTH: Creativity often faces a lot of pushback; you have to fight for it!**

**MYTH #5:** Creativity happens in spurts and requires inspiration!
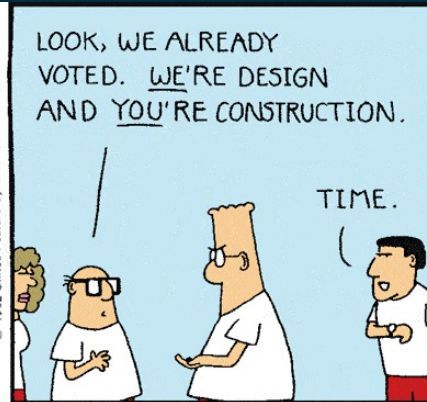
"If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper question to ask, for once I know the proper question, I could solve the problem in less than 5 minutes."

- Albert Einstein
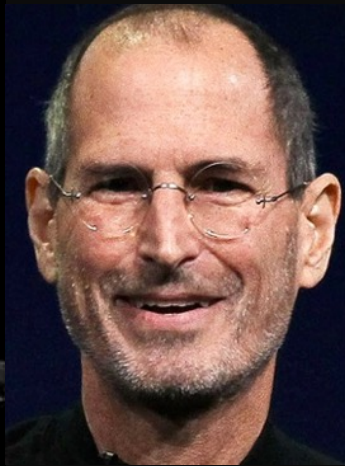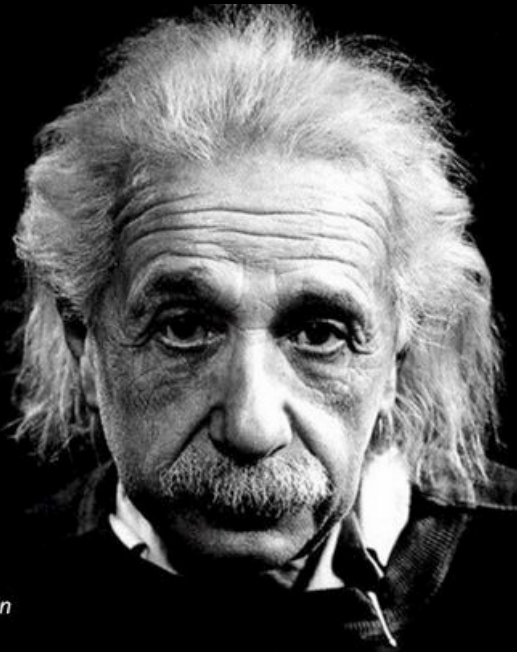
To me, ideas are worth nothing unless executed. They are just a multiplier. Execution is worth millions.
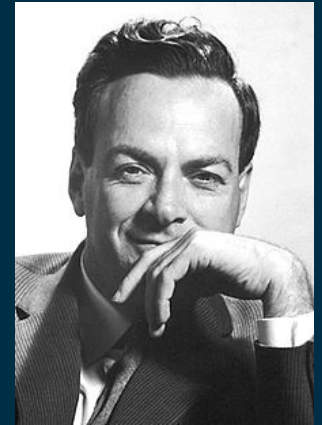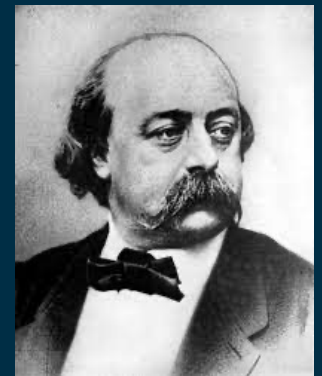
— Steve Jobs —

AZ QUOTES

"What I cannot create, I do not understand."

**- Richard Feynman**

"Creative talent is the prolonged patience of seeing what others tend not to see."

**–Gustave Flaubert**

# SHORT EXAMPLE: 5 "WHYS"

"I hate my job."

"Why do you hate your job?"

"Because I feel like I'm not being my best."

"Why do you feel like that?"

"Because I'm always feeling too tired to work well."

"Why are you always tired?"

"Because I have to get up at 5:30AM to be at work on time."

"Why do you have to wake up so early?"

"Because I have a 50 km commute and the road can get congested in the mornings."

# CREATIVITY AS A PROCESS

- Generating a large number of ideas
- Non-judgmental, open-minded exploration

**DIVERGENT THINKING**

**CONVERGENT THINKING**

- Exposing ideas to criticism
- Selecting and developing ideas

# *IMPORTANT:*

- Divergence and convergence will basically be the "grading scheme" for all your group deliverables!
    1. Lots of ideas but no iteration, critique, or development = lack of convergence
    2. "Falling in love with the first good idea we had" = lack of divergence

MYTH #5: Creativity happens in spurts and requires inspiration!

TRUTH: Creativity is about hard work and routine; it is a constant, iterative, uncomfortable, sometimes frustrating, but ultimately enjoyable *process*

**MYTH #6:** "Creativity can't be managed; it happens when talented people get together!"

**MYTH #6:** "Creativity can't be managed; it happens when talented people get together!"

**TRUTH: Creativity needs active management and cultivation! (and organizations today are often horrible at it)**

# *RECAP*

- Creativity is about finding novel and useful solutions to problems
- Process, happens often in group settings
- Creativity is a learned activity, central to many fields and professions
- Entails divergent and convergent thinking

- Reminder: read the first two readings by Wednesday