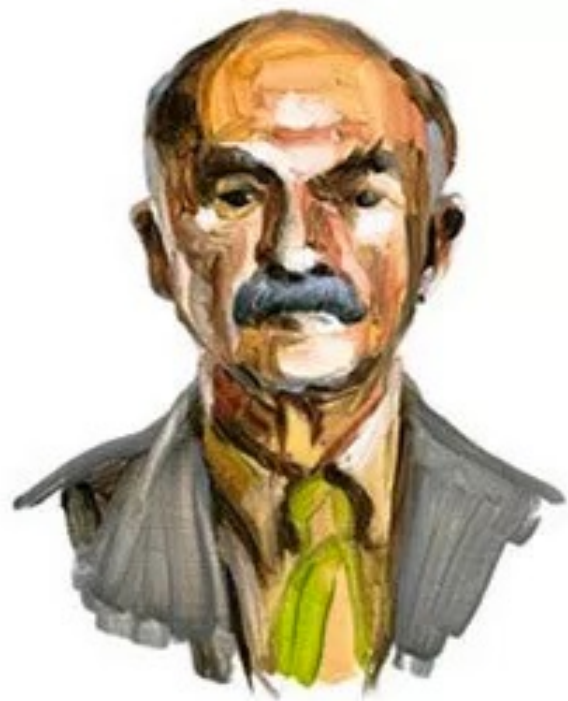




#6

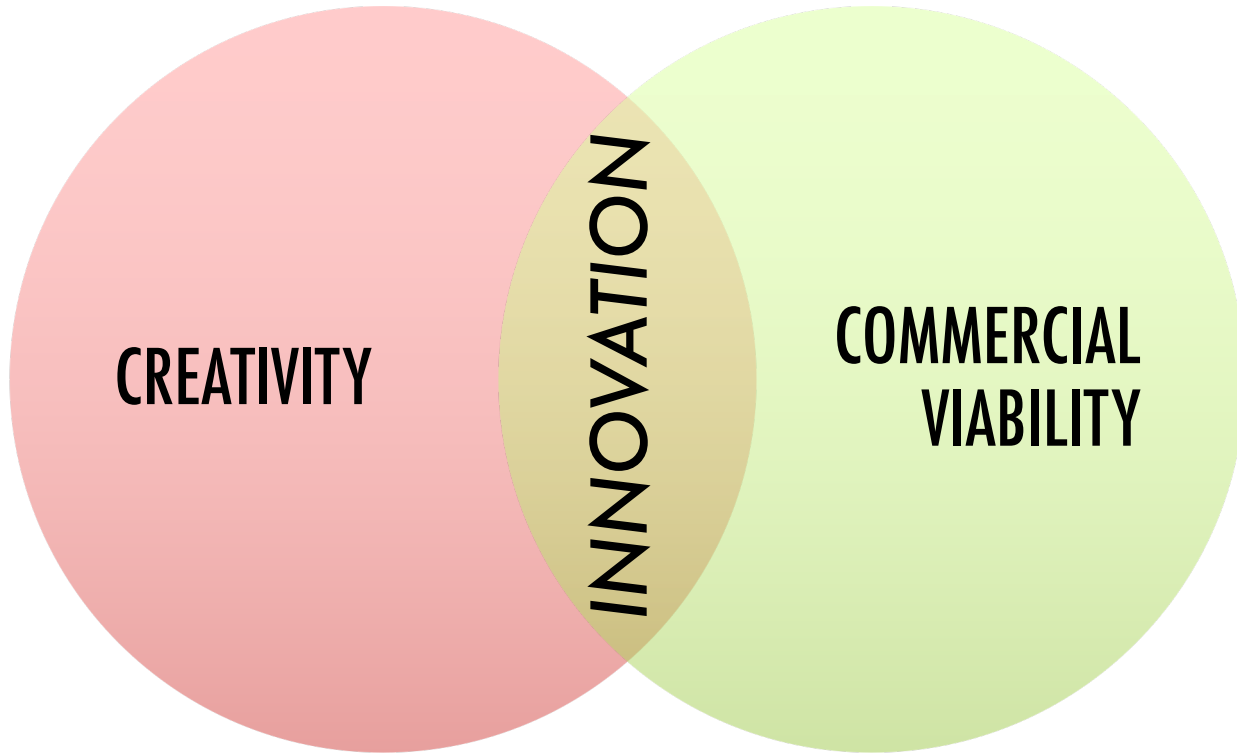
INNOVATION AND CREATIVITY IN PRODUCT DEVELOPMENT

**SO, WHAT IS
INNOVATION?**



“Creativity is thinking up new things. Innovation is doing new things.”

Theodore Levitt



CREATIVITY

INNOVATION

**COMMERCIAL
VIABILITY**

HOLT AND CAMERON:

INNOVATION = step change
in the value proposition (or,
better benefits for price)



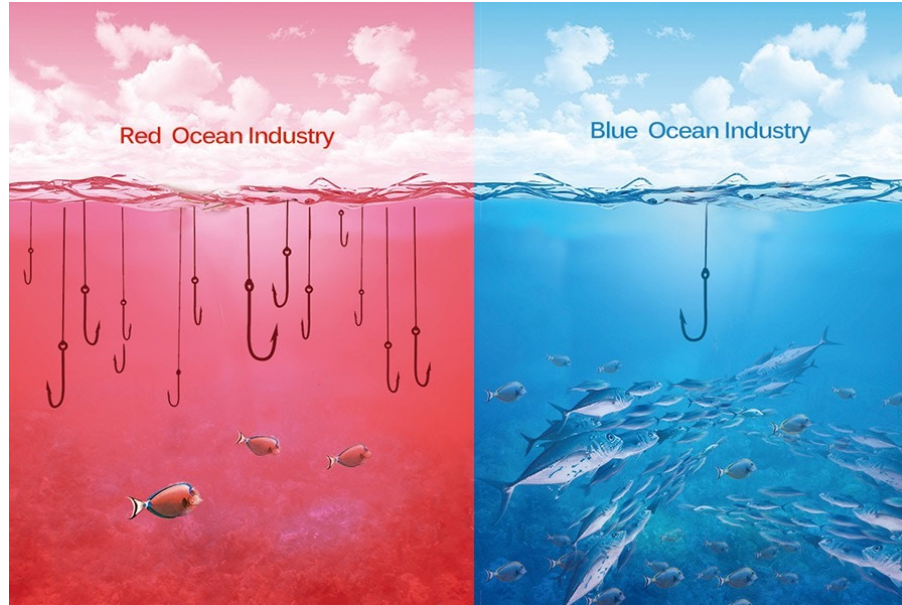
“THE BETTER MOUSETRAP” FALLACY

**More than 4400 patents, mousetrap is the most frequently invented device in U.S. history*

Build a better
mousetrap, and the
world will take notice.

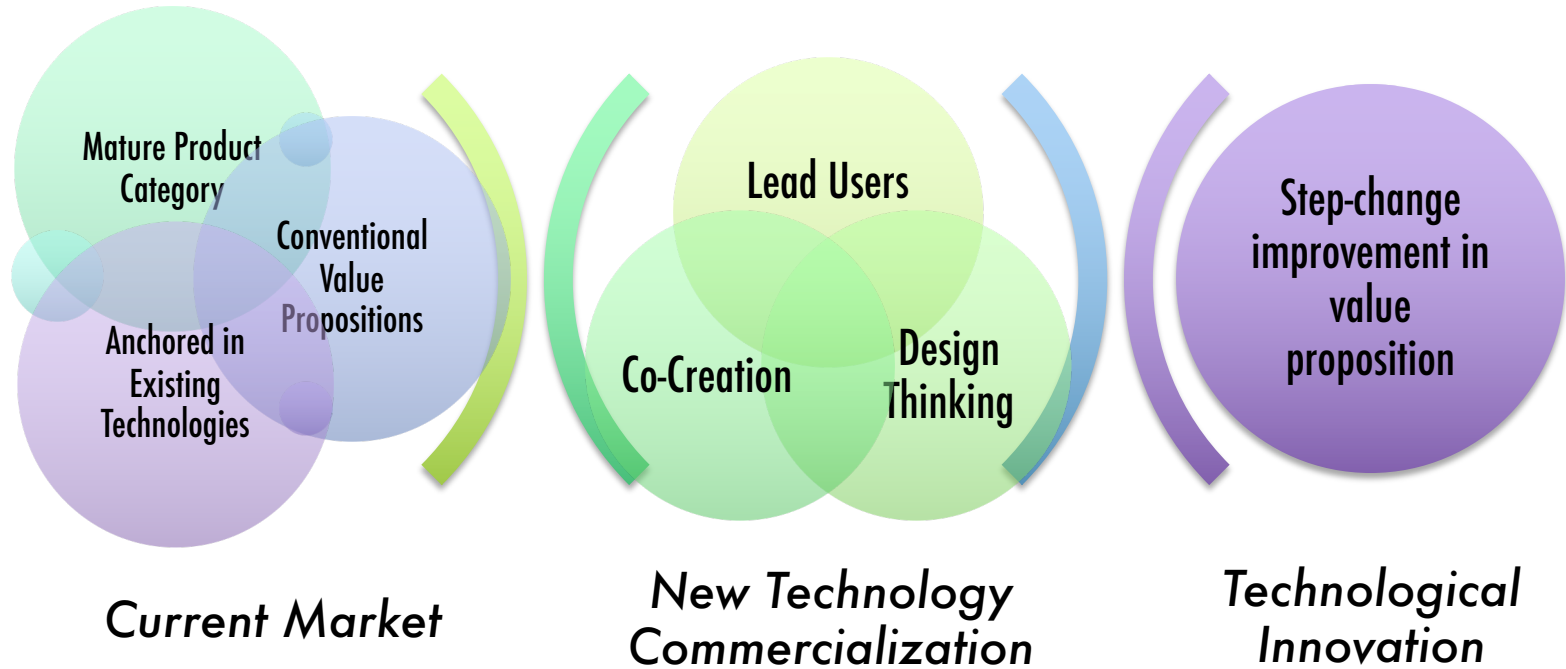
Embrace a *better
ideology*, and the
world will take
notice too.

- **Conventional marketing approach**
- **High competition**
- **Fighting for existing customers**
- **Focus on industry rivals**
- **Fight over thin margins**



- **Visionary marketing approach**
- **Innovation over direct competition**
- **Create new markets**
- **Create new customers**

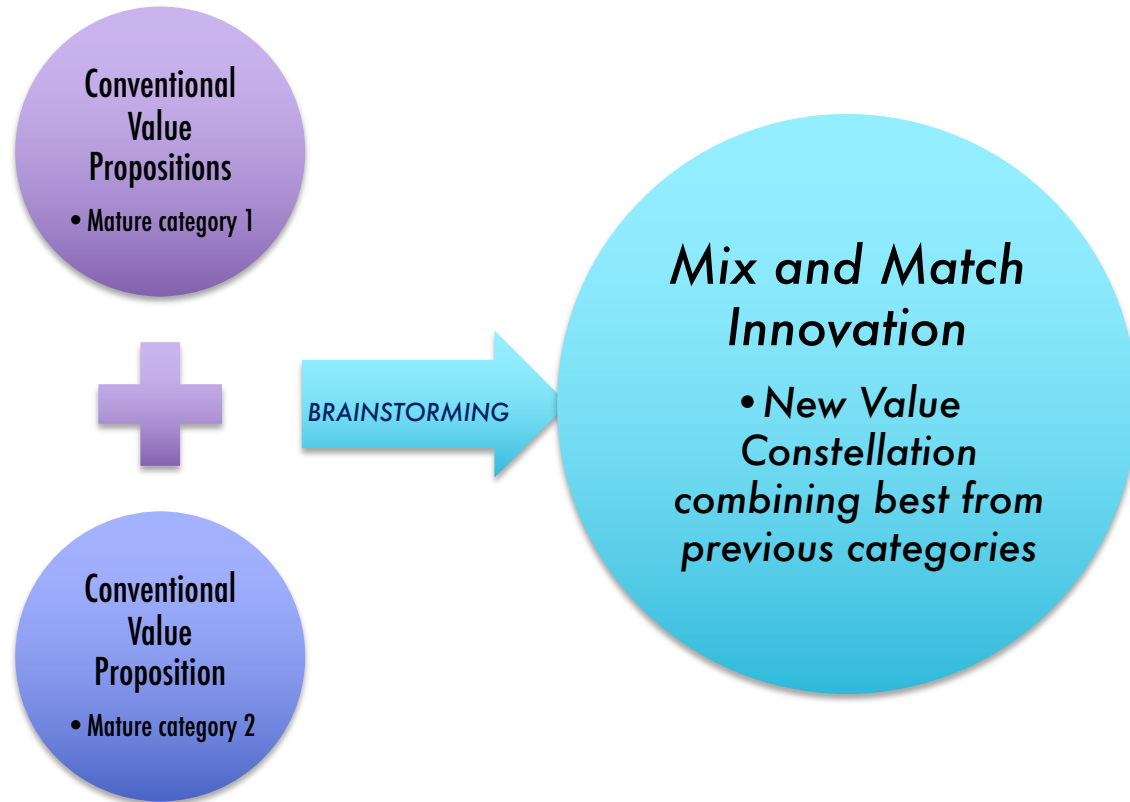
TRADITIONAL INNOVATION VIEW



TECHNOLOGICAL BREAKTHROUGHS

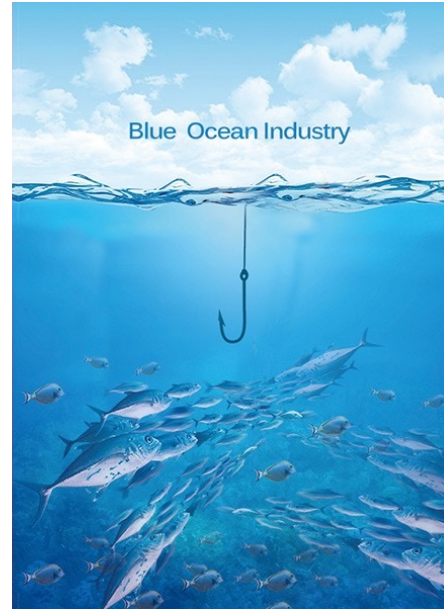


MIX N MATCH / BLUE OCEAN INNOVATION





Rethink blue oceans

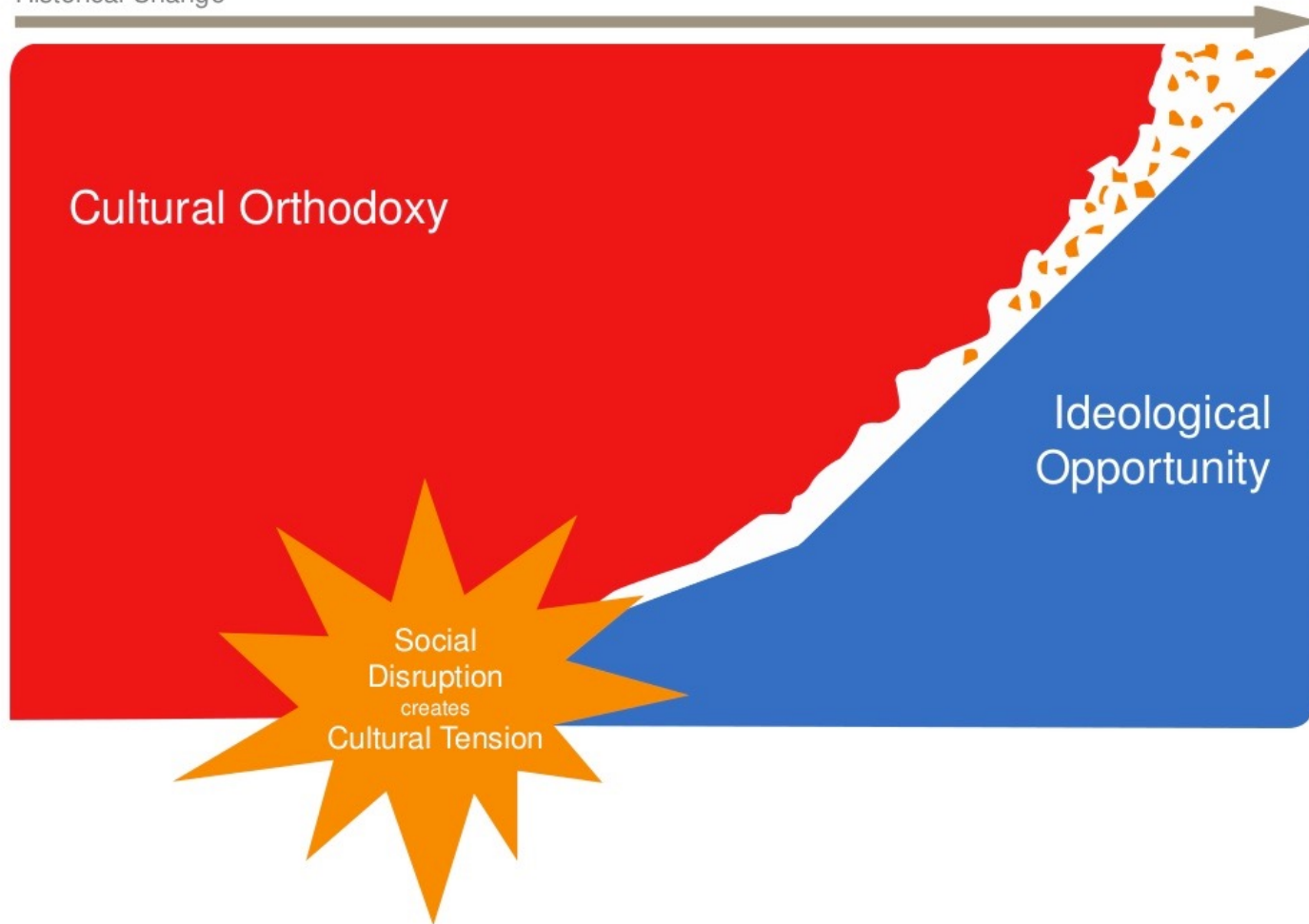


Technological breakthroughs
Mix n match
➤ *Better-mousetrap*

Rethink blue
oceans

Embrace a *better
ideology*, and the
world will take
notice too.

Historical Change



Cultural Orthodoxy

Ideological
Opportunity

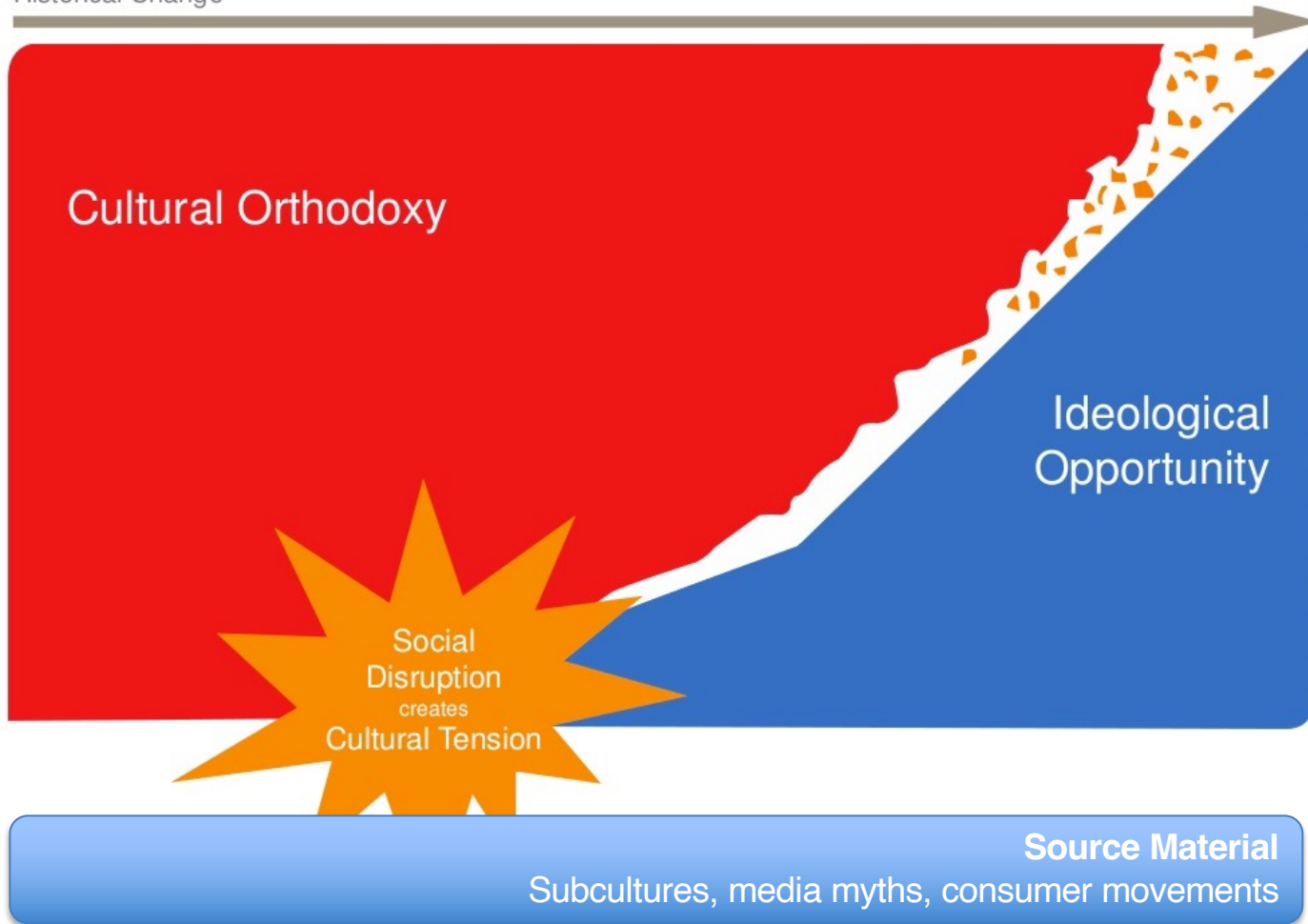
Social
Disruption
creates
Cultural Tension

***WHAT IS A
"CULTURAL
ORTHODOXY"?***

CULTURAL ORTHODOXY

- “Taken-for-granted cultural expressions that are widely imitated within the product category
- In other words, how “everybody else” in that product category sells their products
 - Think of the menstruation product category

Historical Change



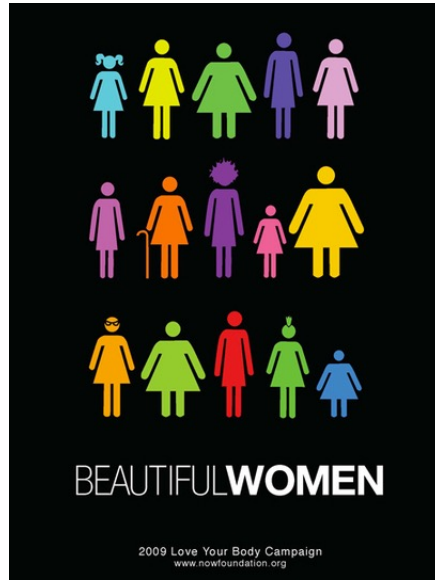
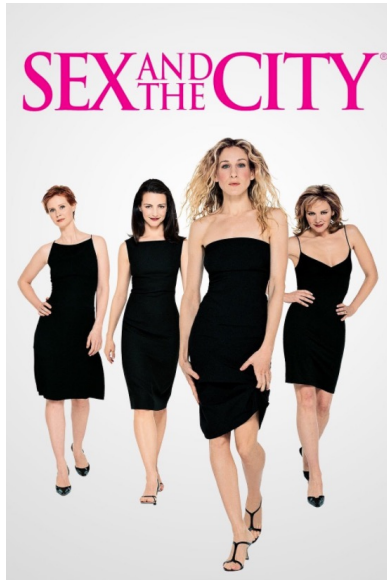
- “early knowledge of results”
- “accuracy”
- “ease of use”
- “clarity”



Pregnant ⊕
Not Pregnant ⊖

THE CULTURAL ORTHODOXY

- Most pregnancy tests displayed a cold, medicinal, and judgemental tone towards women and pregnancies
- Common rhetoric: “Patriarchal Medicine”
- Opportunity: positioning the product as non-judgemental or even celebratory of sex



SUBCULTURAL SOURCE MATERIAL: SEX AND BODY POSITIVE THIRD WAVE FEMINISM

Clearblue Brand Manifesto

“Clearblue champions a body-positive feminist view of reproduction and women’s health. Clearblue celebrates women’s bodies. We are not embarrassed by them. We see reproductive health as playful and fun, not “sinful” or “unladylike.” We talk about reproductive issues directly; we have no secrets and we do not hide behind euphemistic language. We view gender issues with humor, not with earnestness. We see women who are dealing with reproduction issues as strong and empowered, not deferential to men or nervously awaiting test results. We celebrate what’s natural, we don’t hide it. We will have fun pointing out patriarchal medicine’s double standards in its treatment of women’s sexuality and sexual health. We will be reflexive and ironic about the taboos around women’s bodies. ”

How about campaign results?

Clearblue was perceived as:

- digital technology leader,
- the most reliable pregnancy test
- earlier results than the others
- easier to use

First weeks after the TV ad was broadcasted:

- UK – sales shot up **%74**, reversing nine months of decline
- Germany - **%364** in a month, reversing nearly a year of decline
- US - **%80**, reversing nearly a half year of decline

**CULTURAL INNOVATION AND
UNDERSTANDING CULTURAL
ORTHODOXIES ALLOW YOU TO
UNCOVER THE REAL PROBLEM THAT
YOU WANT TO CREATIVELY SOLVE!**



COMMON CULTURAL ANXIETIES FEEDING SOCIAL DISRUPTIONS

people's ambitions at work

gender roles, body, sexuality

race and ethnicity

social class

family and children

fear of technology / change

nature and society

big life transitions (college graduation, retirement, mid-life crisis, marriage)

THE BIG "WHO AM I?" QUESTIONS!

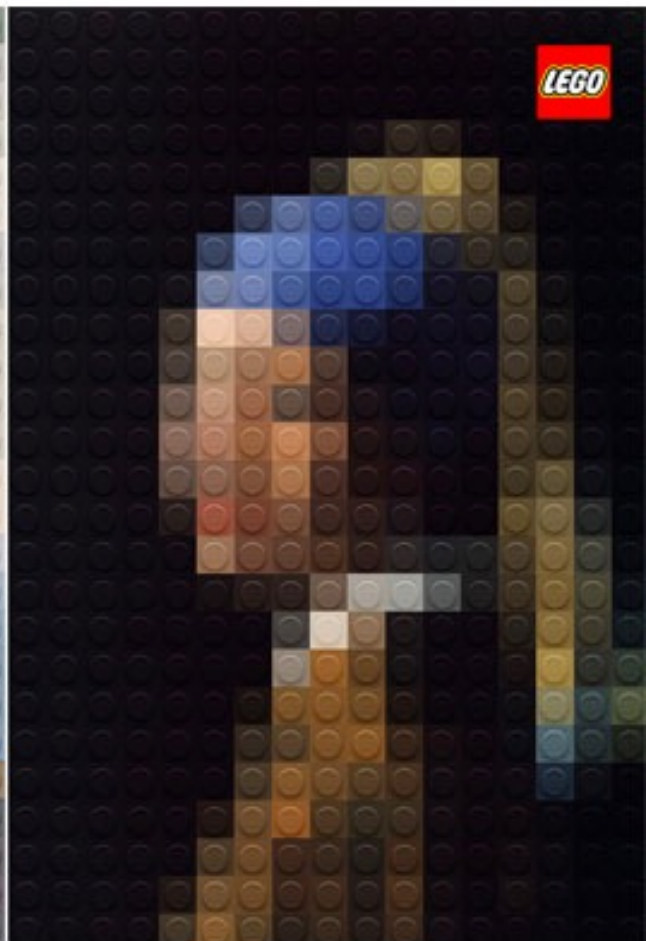
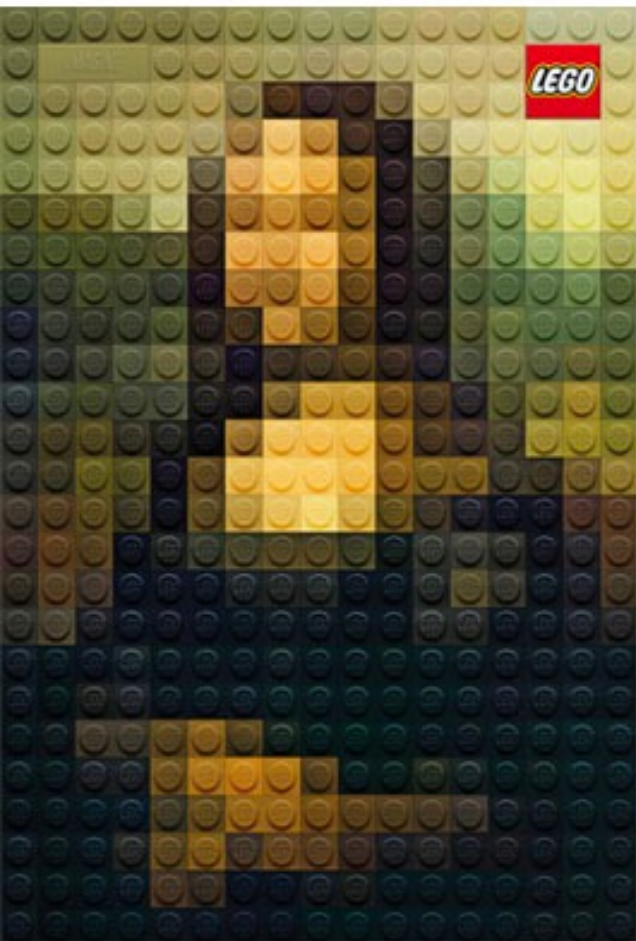
"the construction, maintenance and dissolution of key life roles that significantly alters one's concept of self" (Holt 2004, p. 212; Fournier 1998)

LEGO®

LEGO: 1990-2000







The Innovation Lions celebrate ground-breaking innovation, technology, and problem-solving ideas that turn imagination into impactful reality.



- **Next lecture: Guest Lecture by Alku Sirén**
- **Next reading: *The Brand Bureaucracy and the Rise of Sciency Marketing* from the book, *Cultural Strategy***
- **Short Story deadline: March 20th**



Senior Advisor - Nordic West Office