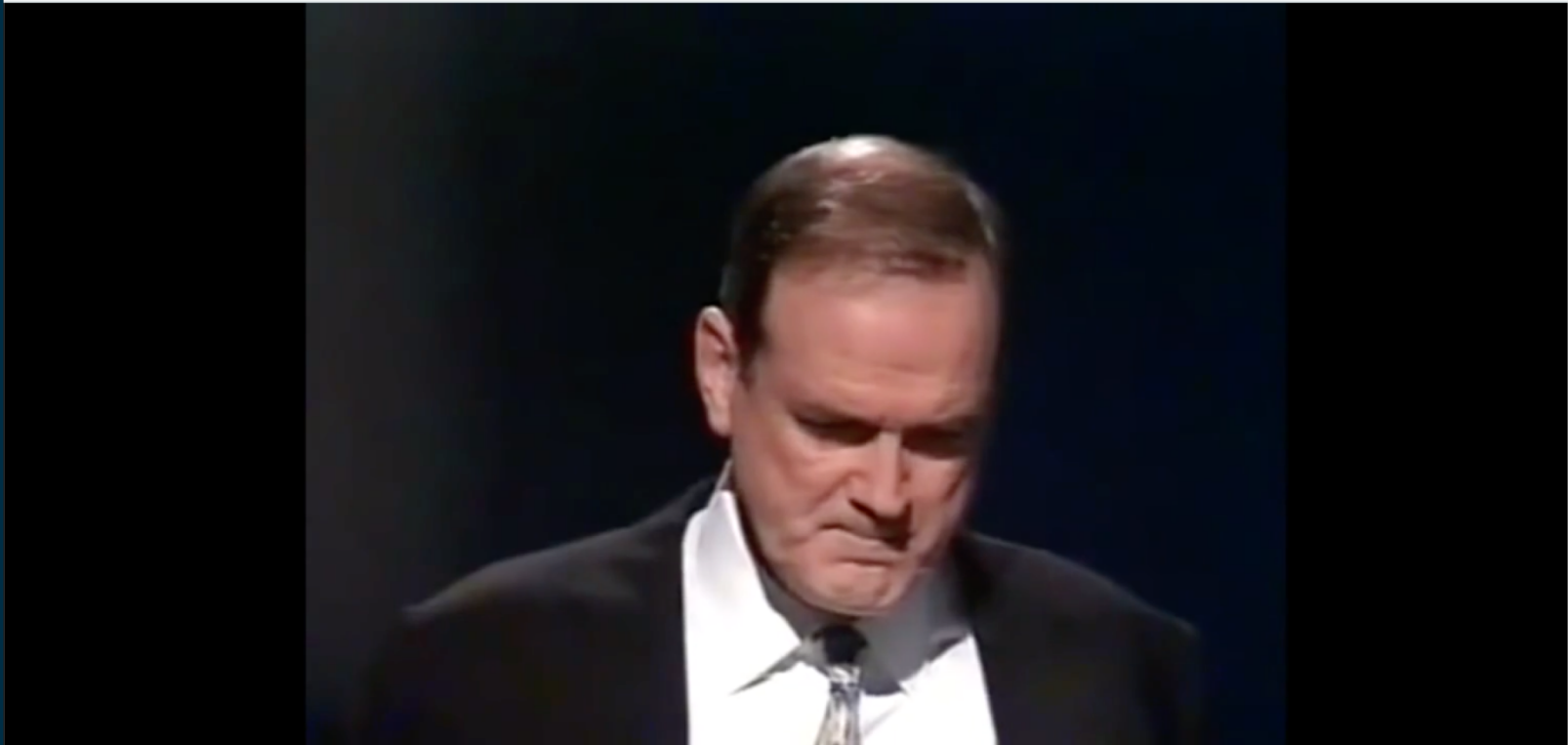


#2

**LOOKING FOR
PROBLEMS AND
INTEGRATIVE THINKING**

AGENDA

- Introduction to integrative thinking
- Asking and Looking to find the right problems!



John Cleese - How to Be Creative

2 years ago



MJ Coren

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Related Videos

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John Cleese - Ho...

MJ Coren

WHAT IS INTEGRATIVE THINKING?

***(and what does it have to
do with creativity?)***

VISION 2020

How This Millennial Entrepreneur Is Disrupting the \$10 Billion Wine Market

Mary McAuley abandoned a lucrative job in health care analytics to start her own wine label. Just three years later, she has two of the hottest wines on the market.



BY MAISIE DEVINE *CEO and co-founder, Savvy* [@Maisie_Devine](#)



1 COMMENTS



One Question Site Survey

TAKES ONLY SECONDS TO ANSWER BELOW

Which of the following communication services have you heard of specifically for businesses?

SELECT UP TO 4 ANSWERS

- Vonage
- Fonality
- Verizon
- 8x8

VOTE TO SEE RESULTS

POWERED BY VIZU

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TODAY'S MUST READS

How Two Brothers Turned a \$300 Cooler Into a \$450 Million Cult Brand

INTEGRATIVE THINKING

The ability to entertain opposing ideas or
solution models **beyond their trade-offs**

(Martin, 2009)

Martin's (2009) rather provocative argument:

*Integrative thinking is the
only common feature
among successful business
leaders across industries!*

*What are some
common oppositional
beliefs in marketing?
(recall some of the chapter's
examples)*

*What companies defy
these oppositional logics?
(and how)*

A New Business Strategy: Treating Employees Well

While some companies squeeze staff to make more money, a growing number are testing the theory that they can have both profits and happy workers.



Mattresses so comfortable,
they've got everyone talking . . .

TIME

One of Time's 25 Best
Inventions of 2015

GOOD
HOUSEKEEPING

Good Housekeeping
2018 Lab Pick

Google

Customer Reviews



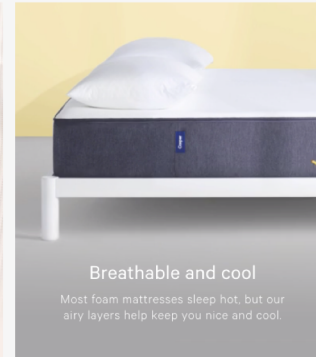
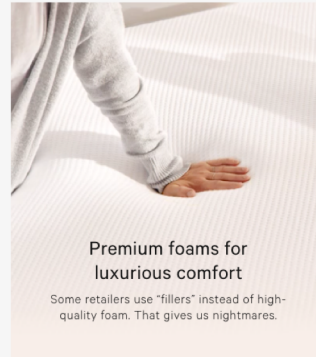
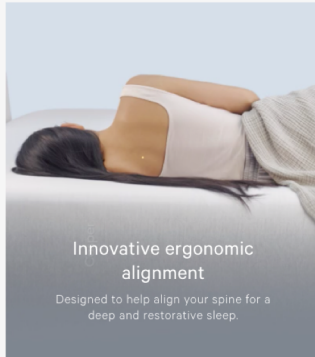
ARCHITECTURAL
DIGEST

"The perfect mattress,
according to science"

FST
COMPANY

2017 Most Innovative
Companies

What makes our mattresses so snooze-worthy?
The difference is in the design.



[See the mattresses](#)



*Any **oppositional logics**
are really important to
keep in mind for your
group assignment!!*

INTEGRATIVE THINKING

*"Integrative thinking is
untaught."* (Martin, 2009)

*What were the key
learning points for you
from ZigZag: **Look**
chapter?*

Look

Where to look for solutions

*So, which practices
resonated with you?*

Look

“Do ethnography”

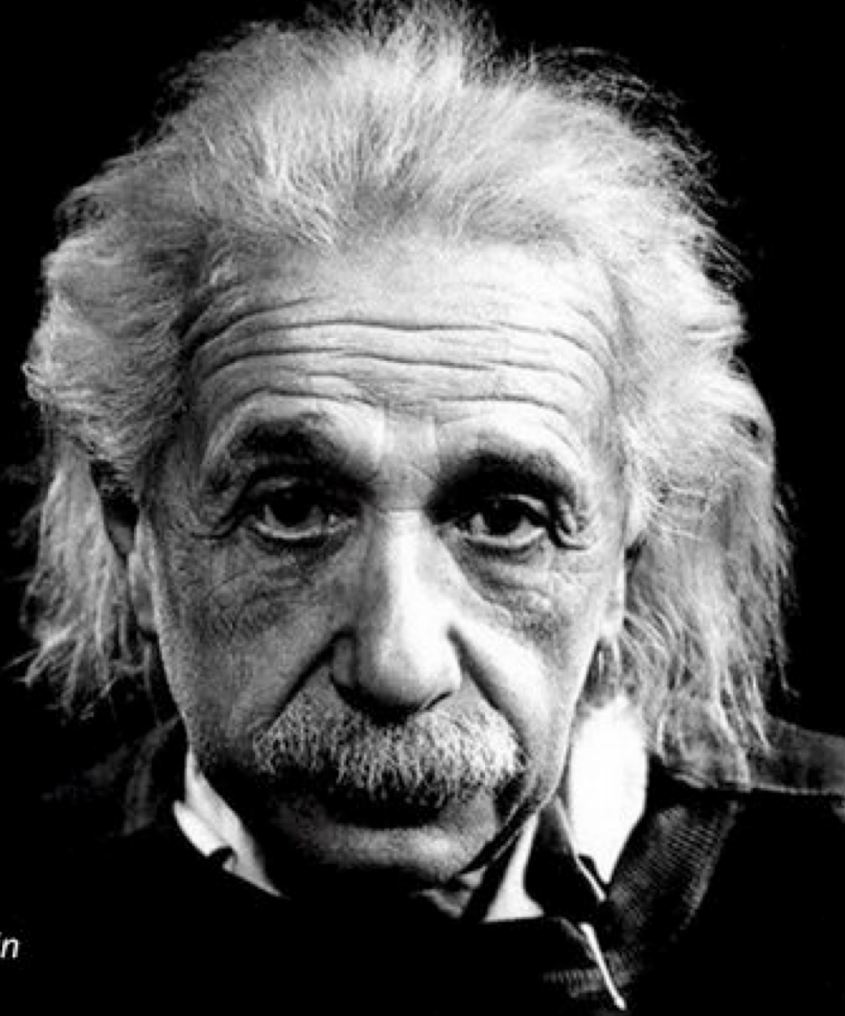
*This is a big theme for a
future lecture!*

Ask

*How do you know you're
tackling the right problem?*

"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*



“Back in the 1970s many psychologists argued that creativity was just another name for problem solving. We now know they were wrong, because most successful creativity comes through the process that led to Instagram and Starbucks: **you begin without yet knowing what the real problem is.** The parameters aren’t clearly specified, the goal isn’t clear, and you don’t even know what it would look like if you did solve the problem. It’s not obvious how to apply your past experience solving other problems. And there are likely to be many different ways to approach a solution. **These grope-in-the-dark situations are the time when you need creativity the most. And that’s why successful creativity always starts with asking.** (p. 23)

*Why is "asking"
important in
marketing?*

THE STP MODEL

- **Market (S)egmentation**
 - Identify segmentation variables and segment the market
 - Develop profiles of resulting segments
- **Market (T)argeting**
 - Evaluate the attractiveness of each segment
 - Select the target segment(s)
- **Product (P)ositioning**
 - Identify possible positioning concepts for each target segment
 - Select, develop and communicate the chosen positioning concept

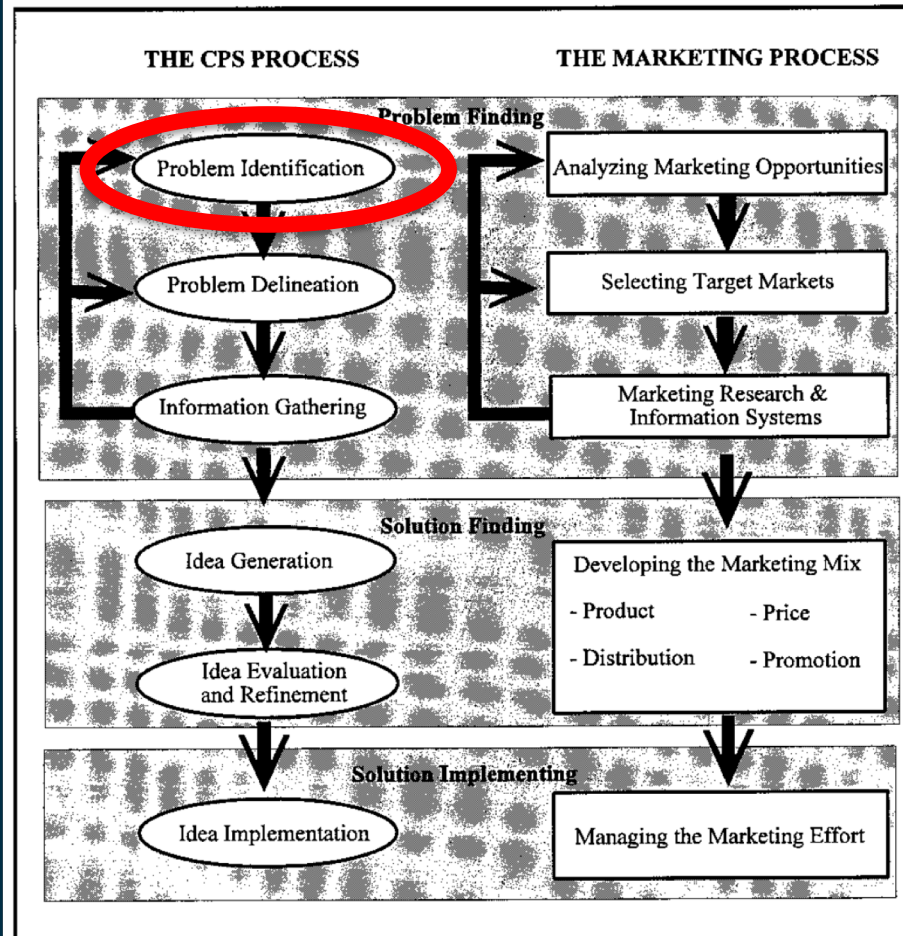


FIGURE 1: Comparing the Creative Problem-Solving (CPS) Process with the Marketing Process

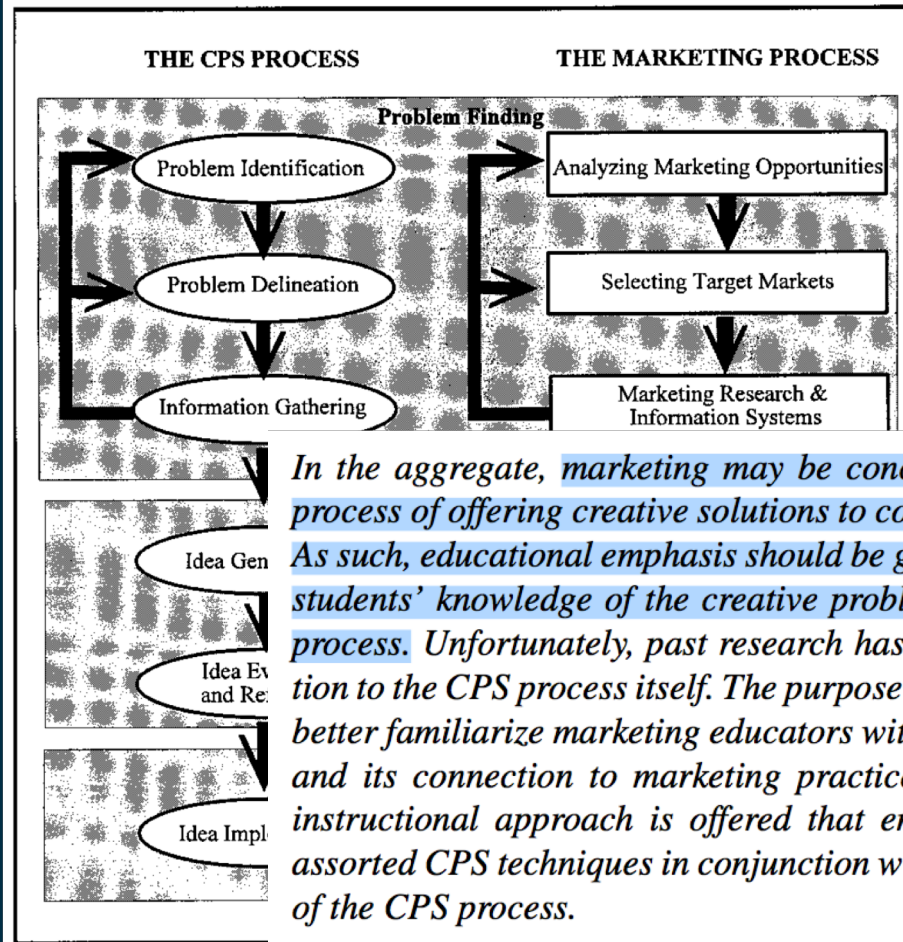


FIGURE 1: Comparing the Creative Problem-Solving (CPS) Process with the Marketing Process

Many marketing failures stem from not "asking" or "looking" hard enough!



SALES

Why Most Product Launches Fail

by [Joan Schneider](#) and [Julie Hall](#)

FROM THE APRIL 2011 ISSUE



SAVE



SHARE



COMMENT



TEXT SIZE



PRINT

\$6

BUY COPIES

As partners in a firm that specializes in product launches, we regularly get calls from entrepreneurs and brand managers seeking help with their “revolutionary” products. After listening politely, we ask about the research supporting their claims. The classic response? “We haven’t done the research yet, but we know anecdotally that it works and is totally safe.”

We’ve been fielding these calls for so long that we can often tell from one conversation whether the launch will succeed.

1. How to make the dining experience more automated

2. I wish I could take away my food

Find the dominant logics between these two, their tradeoffs, and then "destroy" those tradeoffs!

1. Find the question

1. Come up with ten questions
2. Find the bug
3. CIA's Phoenix-method

2. Search the Space

1. Break it down (properties, possibilities, combinations)
2. Draw the fishbone and Idea mapping
3. Challenge your assumptions

3. Transform the problem

1. Reverse
2. Go back from the future
3. Pick the worst idea
4. Stretch (broader) and squeeze (focus)
 - Five Why questions

CIA'S PHOENIX METHOD

1. Why does this problem need to be solved?
2. What benefits come from solving the problem?
3. What don't you understand yet?
4. What information do you have? Is it sufficient? Is it contradictory?
5. Put a boundary around the problem – be clear about what is *not* the problem
6. What are the various parts of the problem? Identify and describe the relationships among the parts
7. What cannot be changed about this problem? (Don't assume something can't be changed when in fact it can.)
8. Think of another case of the same problem, but perhaps in a slightly different form, or in a different area altogether. Can you use the same solution, analogically? If not, can you use a component of the solution, or the method that led to that solution?

FOR GROUP ASSIGNMENT

- Now, at the very latest, is a good idea to start “asking” what your problem could be
- Collectively find something that interests you in marketing (a phenomenon, a problem, an emerging trend)

FOR NEXT TIME

- For next time, read:
 - Martin: Chapter 5
 - ZZ: Learn