

MIS 484

Creativity in Organizations



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Introduction to Creativity and Innovation



Misconceptions

- Eccentric Personality
- Art
- Intelligence
- Good
- Only a Natural Talent



Amabile, 1996



■ “Every act of creation is first of all an act of destruction.”

Picasso

Pablo R. Picasso
Spanish Artist and Painter. 1881-1973



Previous Approaches to Creativity Definition: Focus on Creative Process

- Instead of random associations
- “**bisociative process**”
 - the deliberate connecting of two previously noted, which was irrelevant in the old and is relevant in the new context (Kestler, 1964)



Previous Approaches to Creativity Definition: Focus on Creative Process

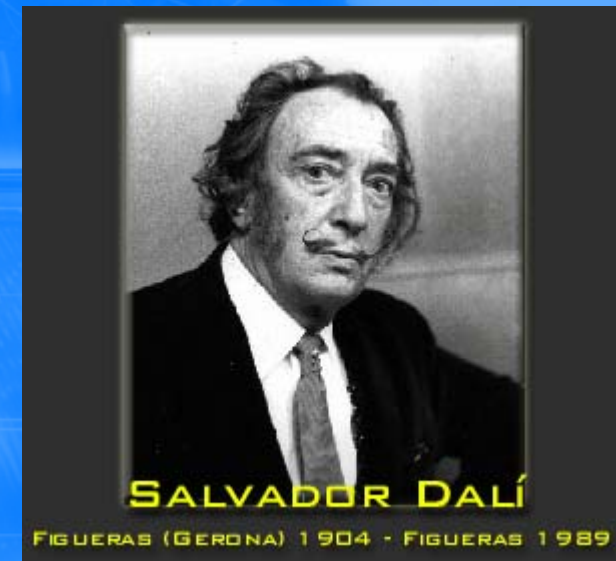
- Creative activity appears simply to be a **special class of problem solving activity** characterized by **novelty**, unconventionality, persistence and **difficulty in problem formulation** (Newell, 1962)



Previous Approaches to Creativity Definition: Focus on Creative People

- Creativity refers to the abilities that are most characteristic of creative people

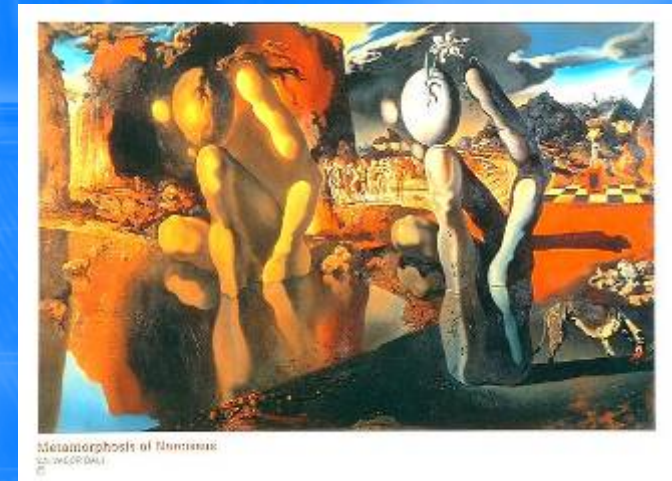
– Guilford, 1950



Previous Approaches to Creativity Definition:

Focus on Creative Product

- Focus on creative **product**:
 - Surprise, satisfaction, stimulation, savoring, effective surprise, "shock of recognition" in the observer (Jackson and Messick, 1965; Bruner, 1962)
 - Novelty and appropriateness: statistically uncommon, adaptive to reality (Barron, 1955)



Creativity

- **Creativity** is the production of novel and useful ideas.



Amabile, 1996



A Consensual Definition of Creativity

- A Product or response is creative to the extent that **appropriate observers independently agree** it is creative.
 - Appropriate observers are those **familiar with the domain** in which the product was created or the response articulated.
 - Thus creativity can be regarded as the **quality of products or responses judged to be creative** by appropriate observers, and it can also be regarded as the process by which something so judged is produced.



(Amabile, 1996)



Why Creativity Age?

1. Push of information technology
2. Facilitation of knowledge age
3. Need for reinventing organizations
4. Employees demand creative jobs
5. New primacy of the design
6. Change of regime in marketplace
7. Global competition
8. New managerial mind set (emancipator of creativity)



(Kao, 1996)



Need for Creativity

1. Real need (a problem, a crisis or a conflict)
2. Opportunity creation (opportunity, advantage and benefit)



(de Bono, 1992)



Organizational Creativity

- Creation of valuable, useful, original
 - New product
 - New service
 - New idea
 - New procedure
 - New process
- By individuals working together in a complex social system

(Woodman, Sawyer and Griffin, 1993)



What is Innovation?

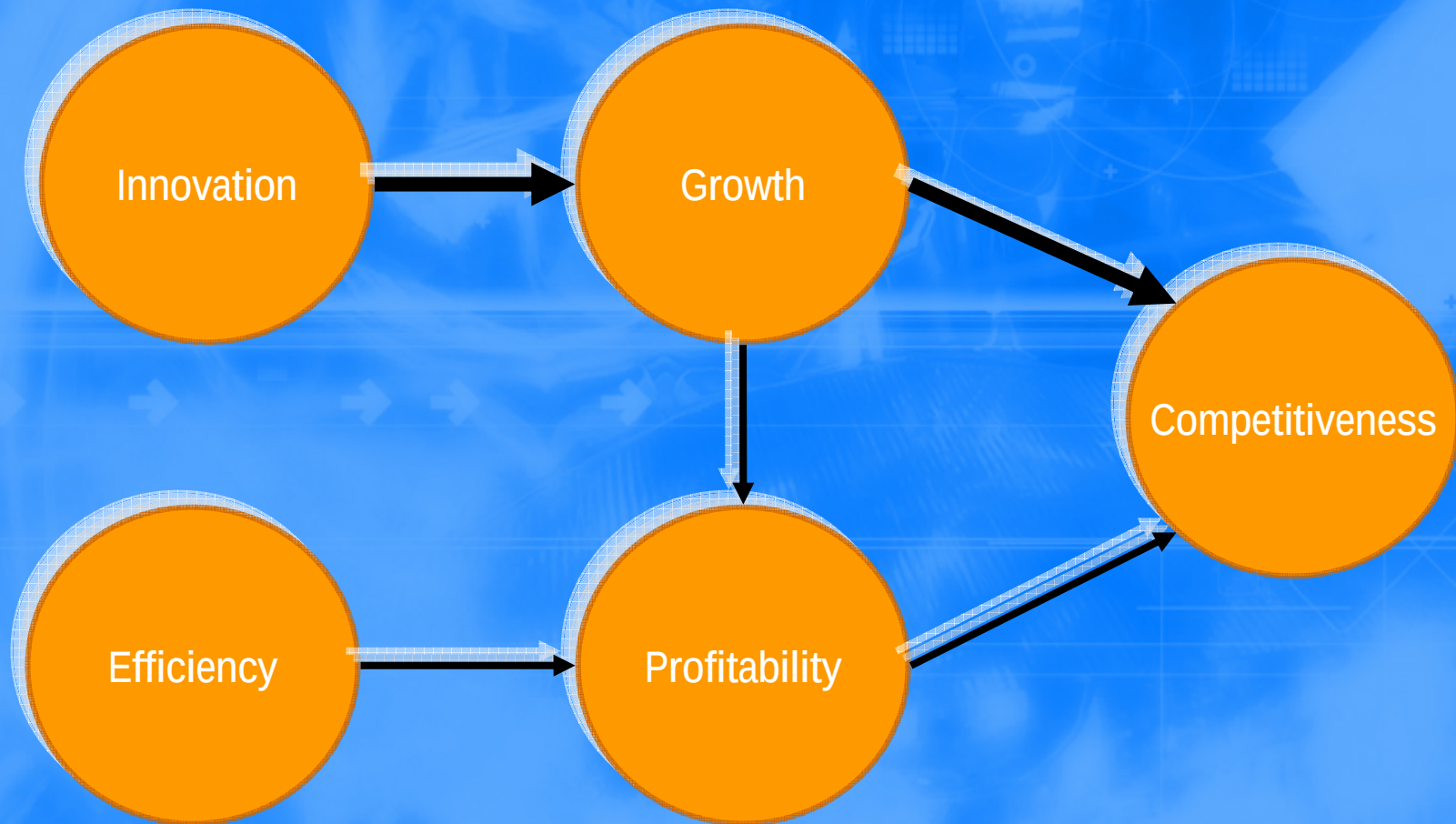
- **Innovation** is the successful implementation of creative ideas within an organization



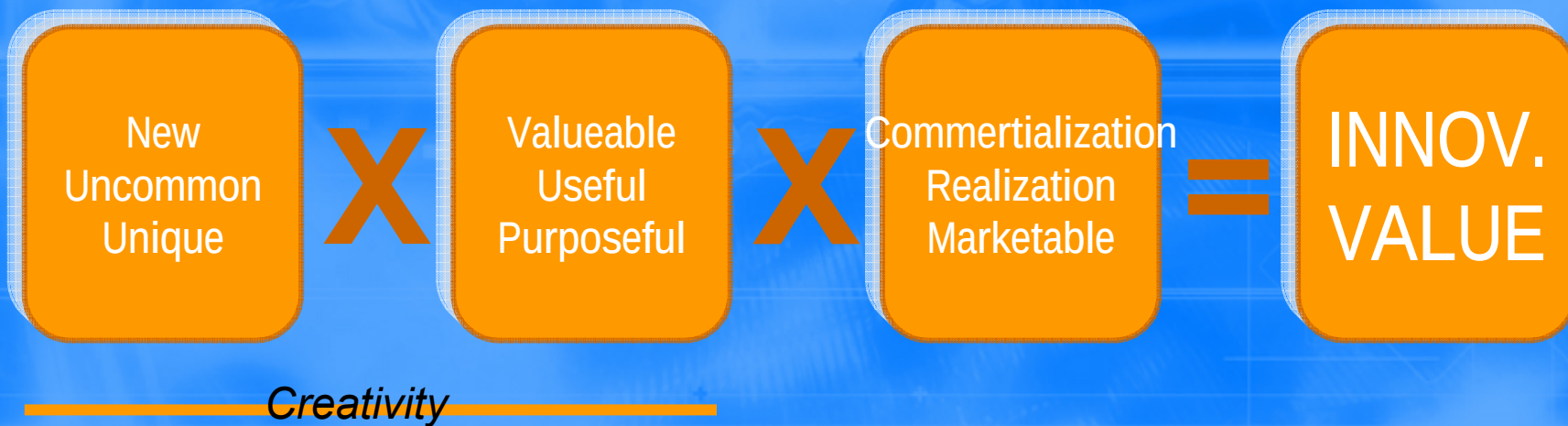
Amabile, 1996



Competitiveness



Innovation Value



Creativity in Organizational Context

Creativity

Non-creative

Adaptation of preexisting products
Created outside of the organization

Innovation

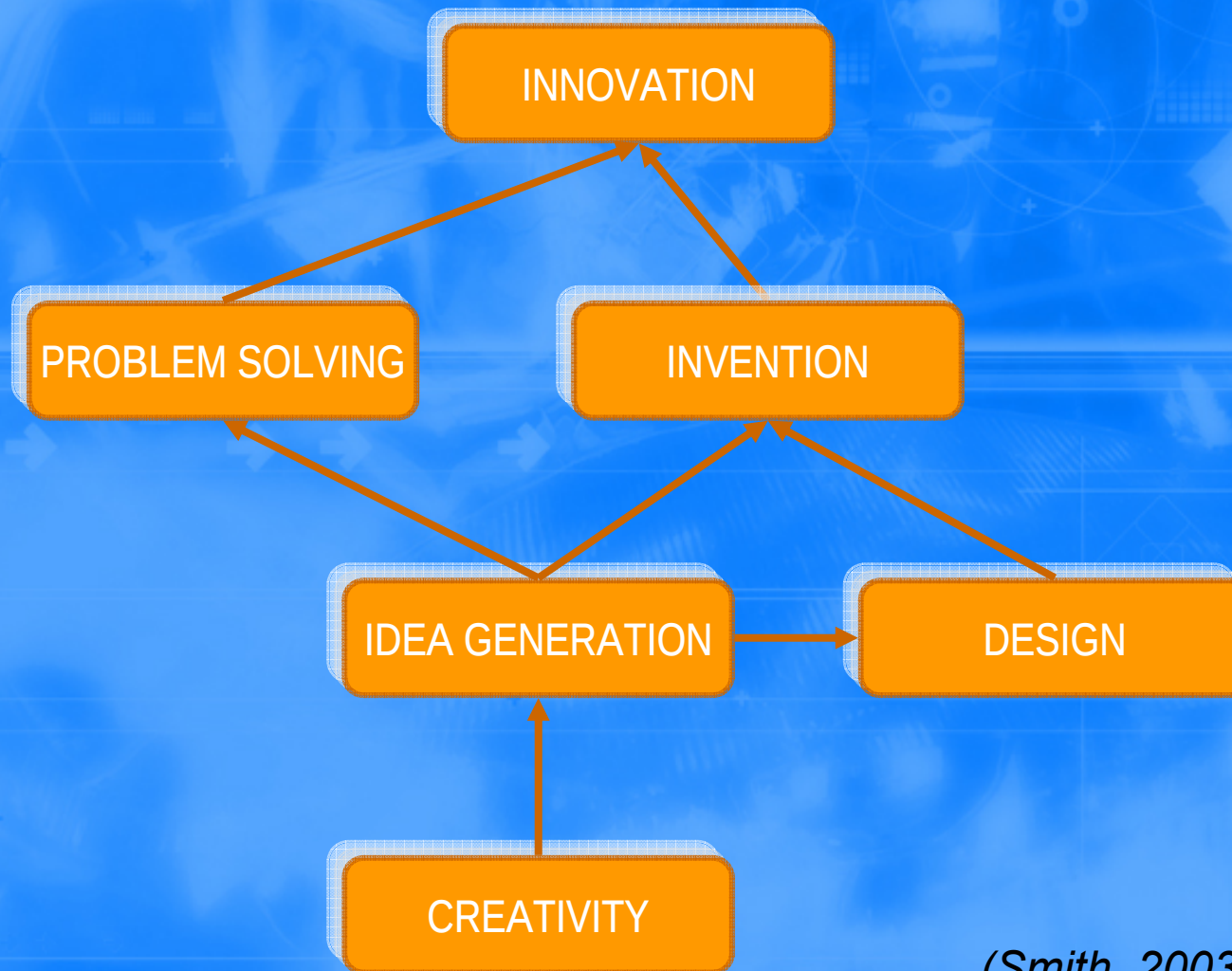
Non-innovative

Change

(Woodman, Sawyer and Griffin, 1993)



Related Concepts



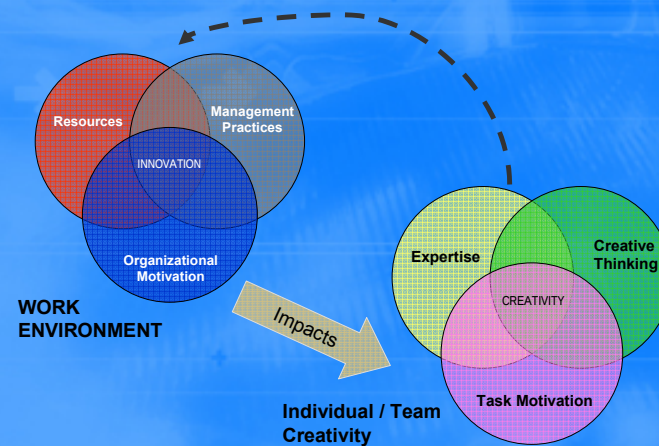
(Smith, 2003)



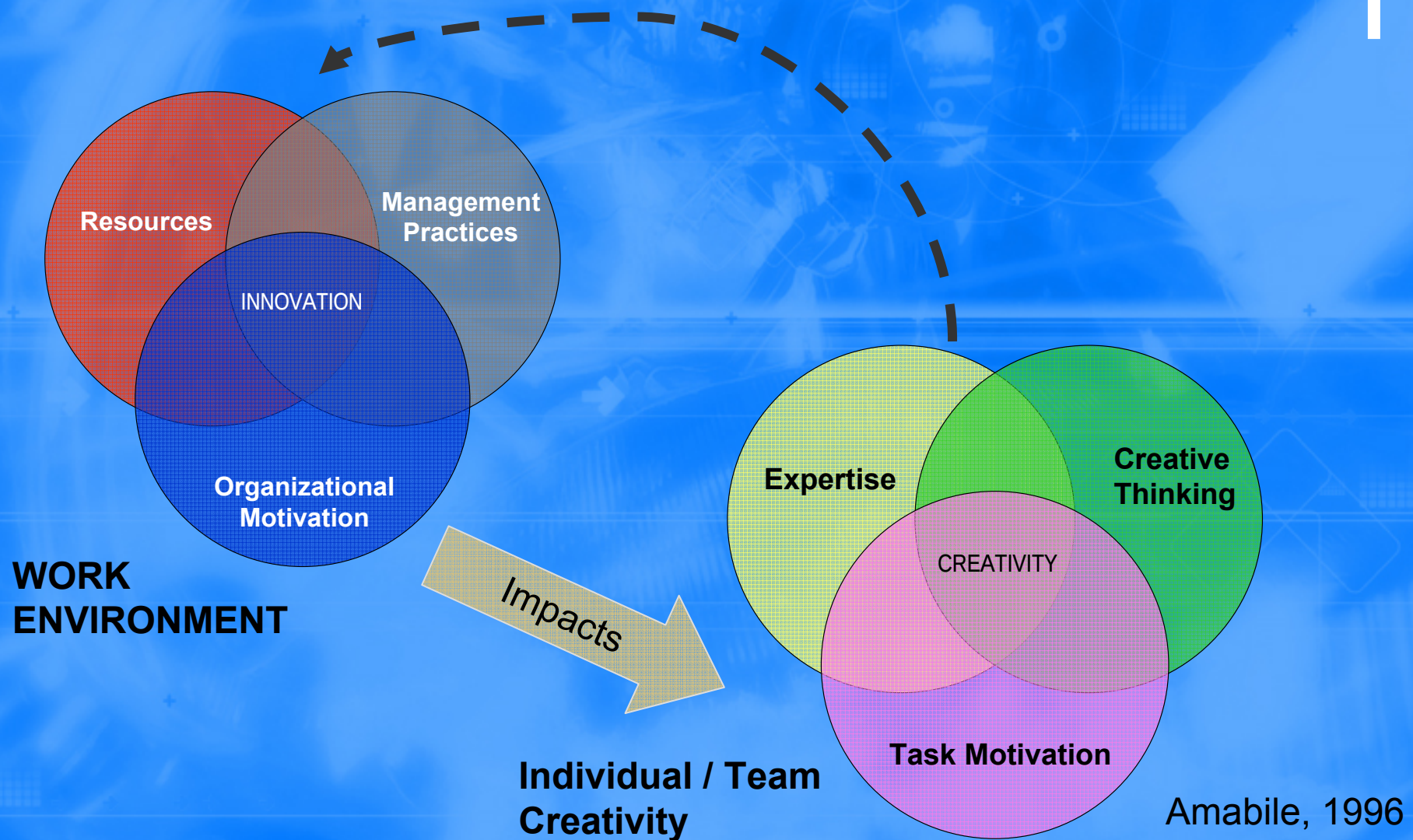
Creativity and Innovation Models



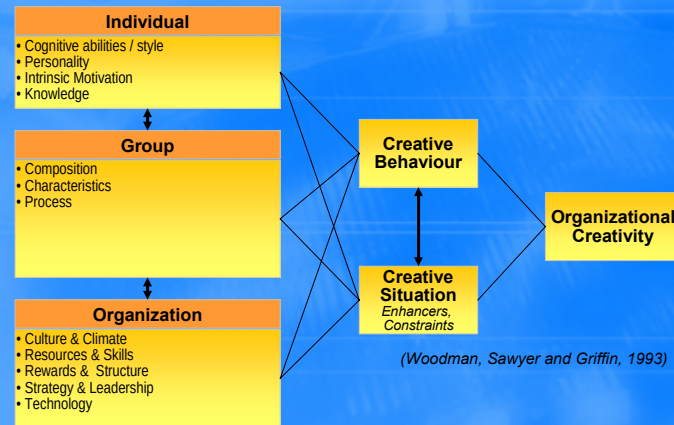
Amabile's Componential Model



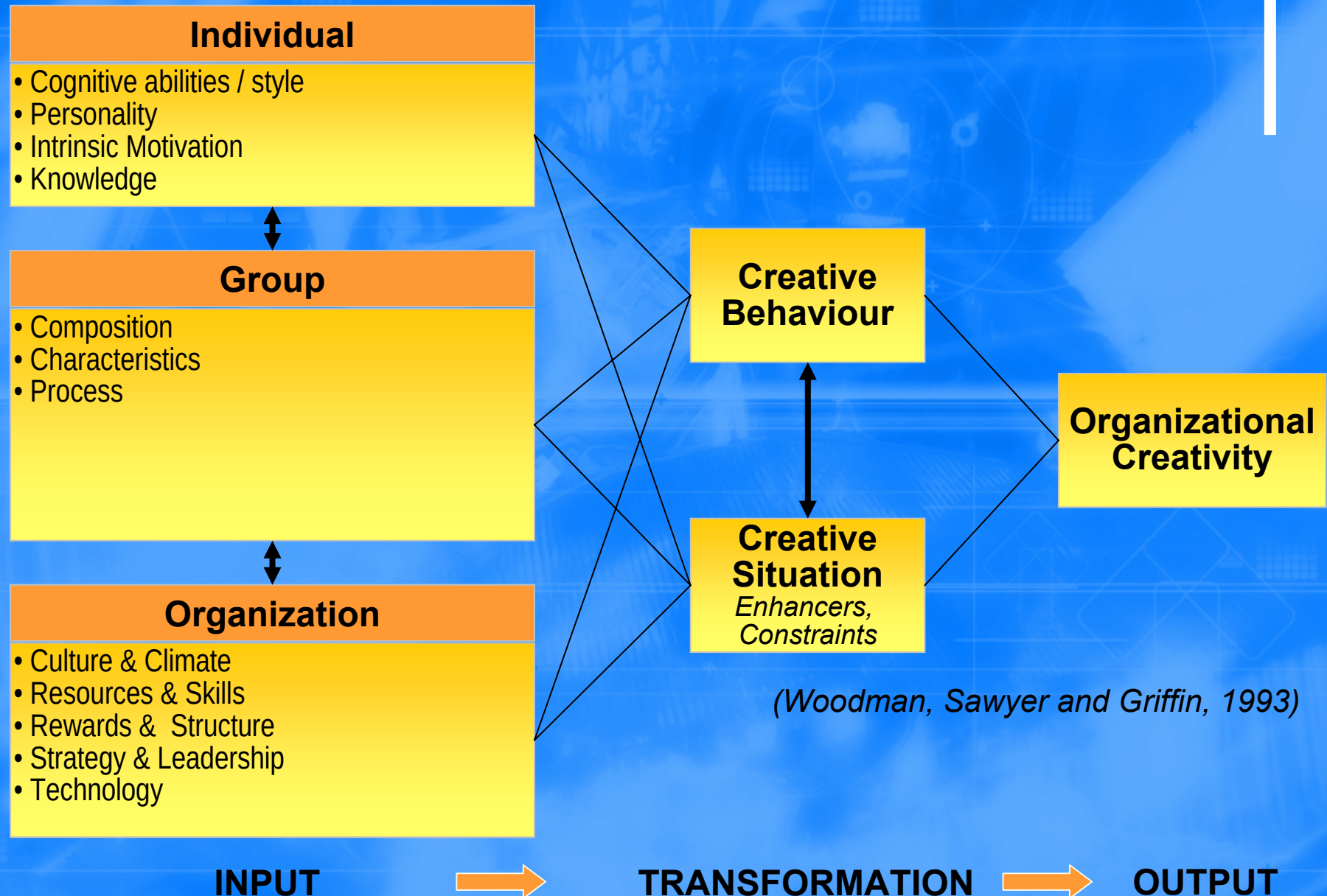
Organizational Influences on Creativity and Innovation



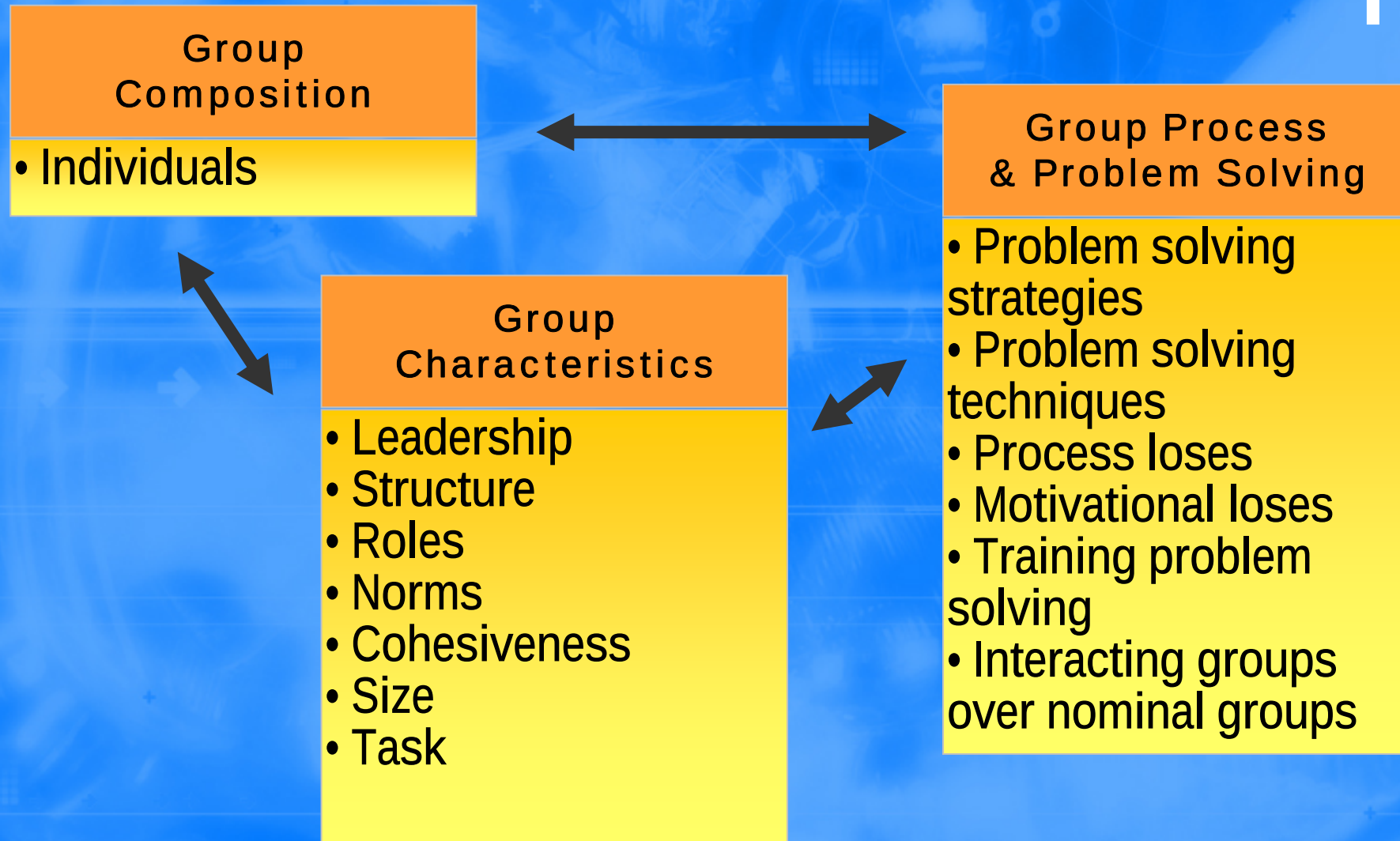
Woodman's Interactionist Model



Interactionist Creativity Model



Group Creativity



Major Threats to Group Creativity

- Social Loafing
- Conformity
- Production Blocking
- Downward Norm Setting
- The Faulty Performers Illusions



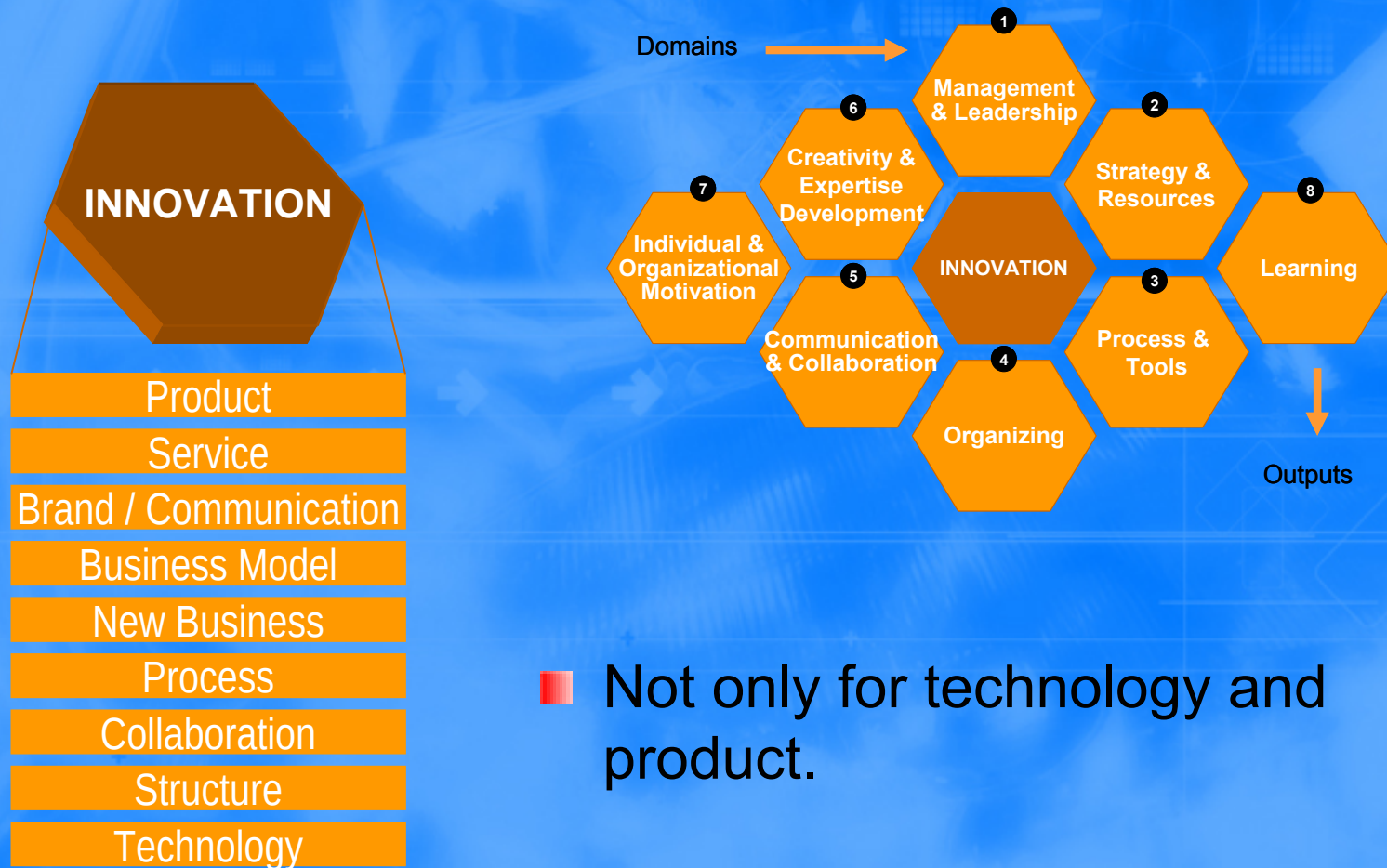
Innovation Model



Innovation Model

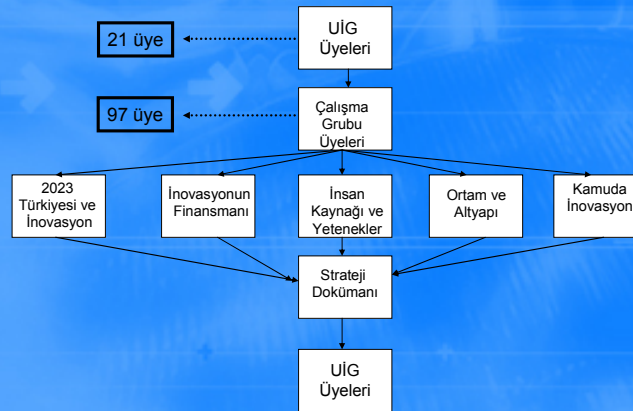


Innovation Domains



- Not only for technology and product.

National Innovation Systems



A Roadmap for American Innovation



Goal 1

Make STEM Education a National Priority

- Expand the NSF Tech Talent Program
- Offer loan forgiveness and scholarships for STEM degrees
- Support portable graduate fellowships
- Encourage math and science partnerships
- Recruit 10,000 new elementary and secondary science and math teachers
- Train up 250,000 current math and science teachers
- Create incentives for K-12 students to study math and science

Goal 2

Attract the Best and Brightest from Around the World to Study and Work in the United States

- Expedite green cards for foreign students with STEM degrees
- Streamline the visa process
- Implement a skills-based preference into the immigration system
- Reform the "deemed export" system

Goal 3

Catalyze Federally Funded Fundamental Research

- Appropriate sustained real growth in basic research funding for physical and life sciences
- Award up to two hundred \$500,000 grants to young researchers
- Create a \$500 million research infrastructure fund to upgrade outdated facilities
- Support high-risk energy research through the creation of a DoE Advanced Research Projects Agency
- Recognize nationally the importance of basic research through an annual Presidential Innovation Award

Goal 4

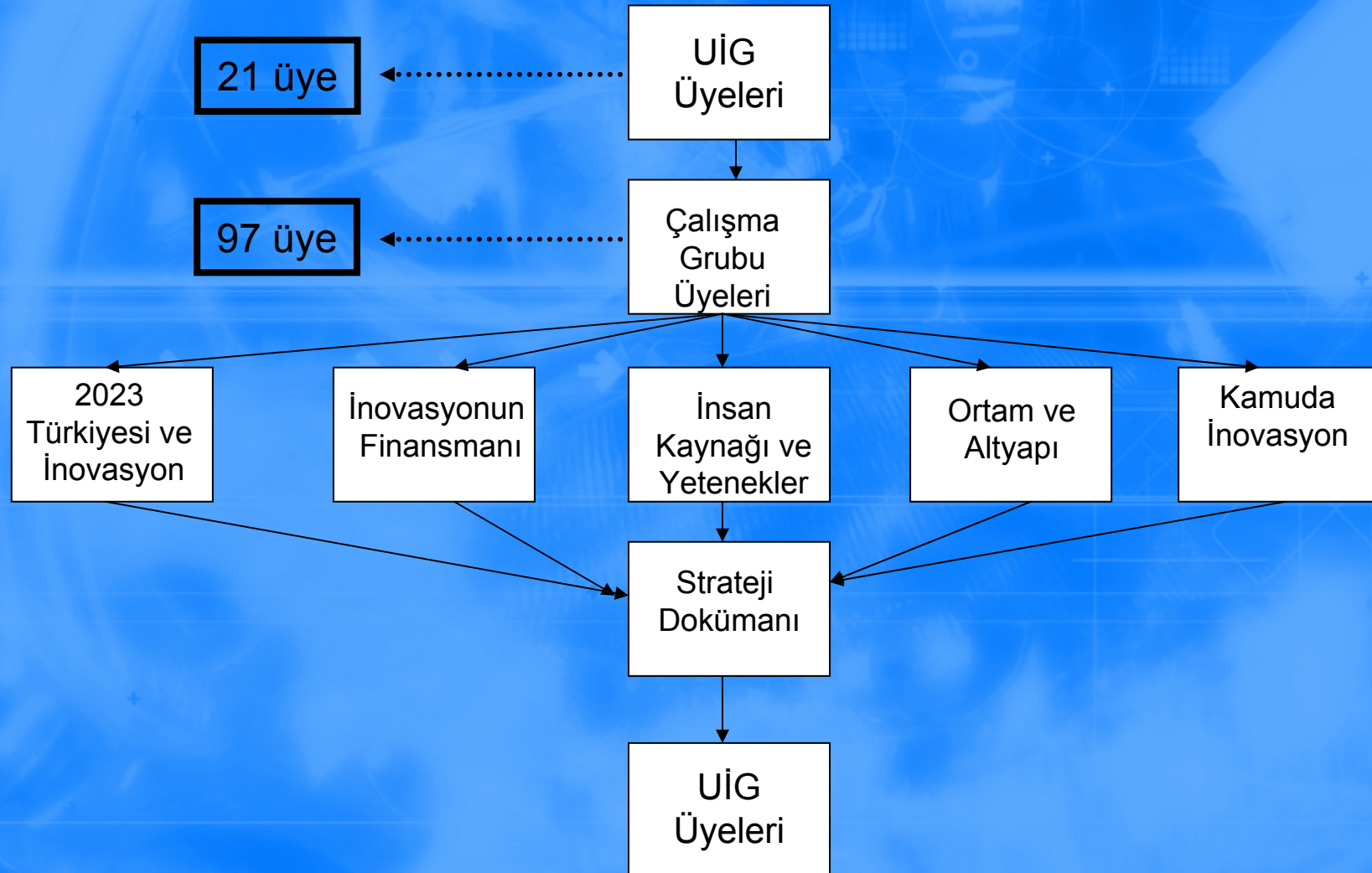
Support the Development and Deployment of Advanced Technologies

- Provide tax incentives for U.S.-based innovation
- Make permanent the R&D Tax Credit
- Facilitate ubiquitous broadband deployment and access
- Update and reform the patent system

STEM: Science, Technology, Engineering, and Mathematics.



UiG Yapısı – Çalışma Grupları



Creative Personality and Creative Thinking



Energy



Quiet
Concentrated



(Csikszentmihalyi, 1996)



Smart



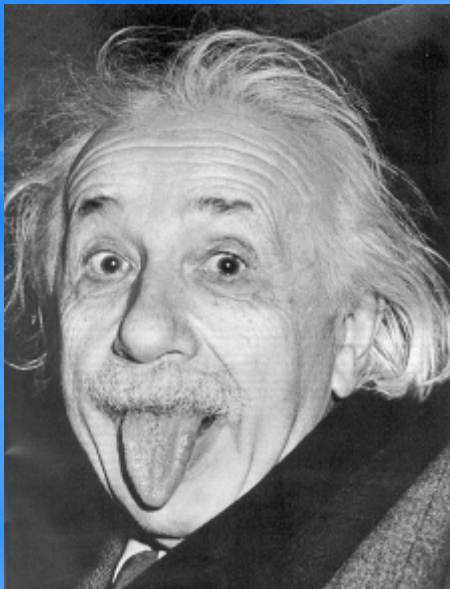
Naive



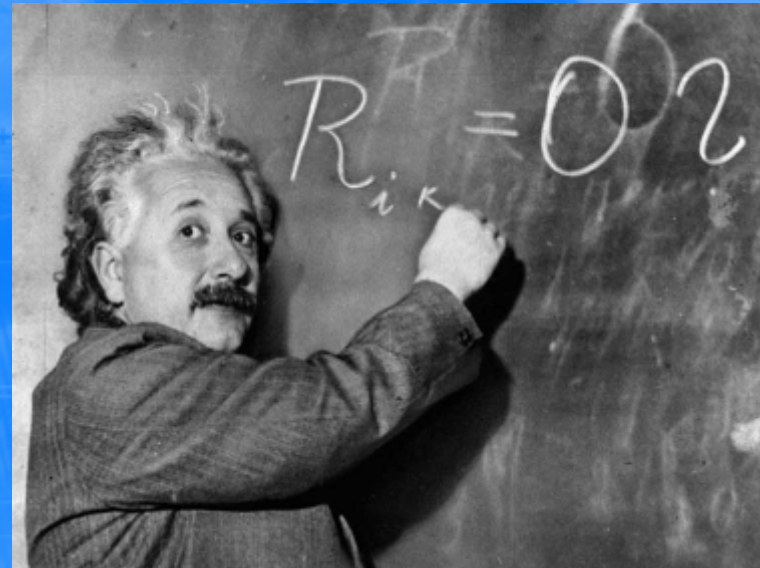
(Csikszentmihalyi, 1996)



Playfulness



Discipline



(Csikszentmihalyi, 1996)



Imagination Fantasy



Sense of Reality



(Csikszentmihalyi, 1996)



Extraversion



Introversion



(Csikszentmihalyi, 1996)



Humble



Proud



(Csikszentmihalyi, 1996)



Masculine



Feminine



(Csikszentmihalyi, 1996)



Rebellious



Conservative



(Csikszentmihalyi, 1996)



Passionate



Objective



(Csikszentmihalyi, 1996)



Suffering



Enjoyment

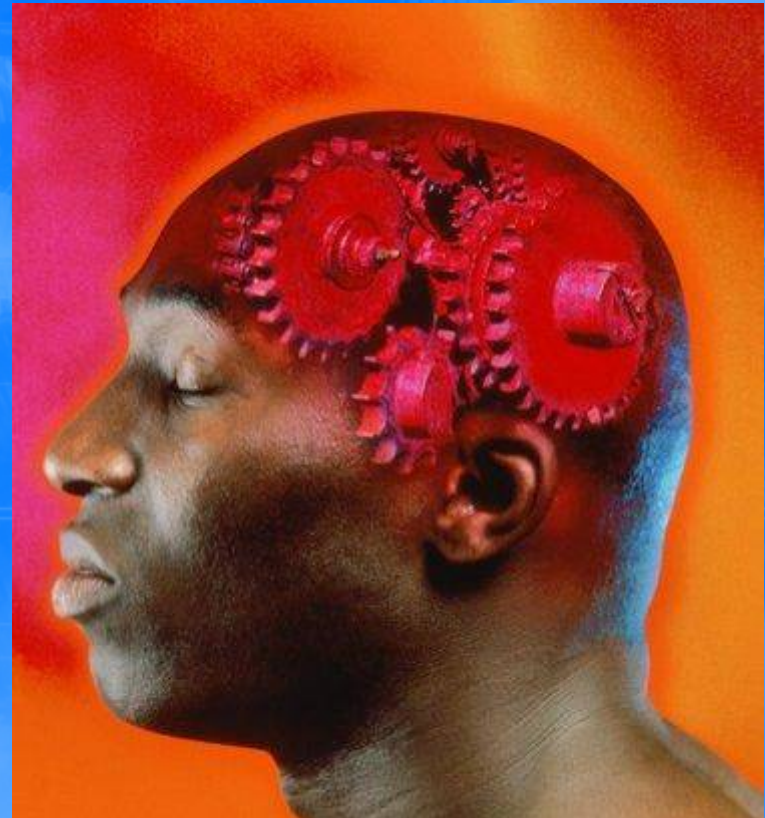


(Csikszentmihalyi, 1996)



The Way The Mind Works

- Information handling system
- Some advantages
- Some limitations

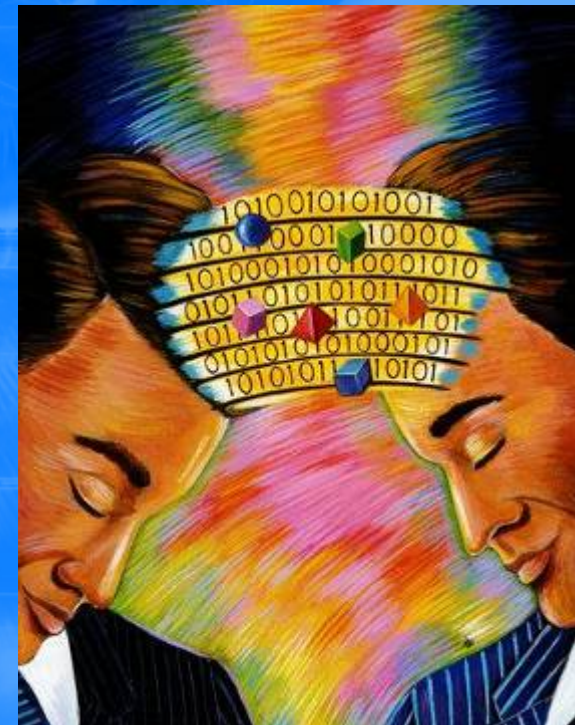


(De Bono, 1990)



Code Communication

- Transfer of information
- Preset patterns



(De Bono, 1990)



The Mind as Pattern Making System

- Create
- Store
- Recognize



(De Bono, 1990)



Self-organizing System

- Sort
- Organize

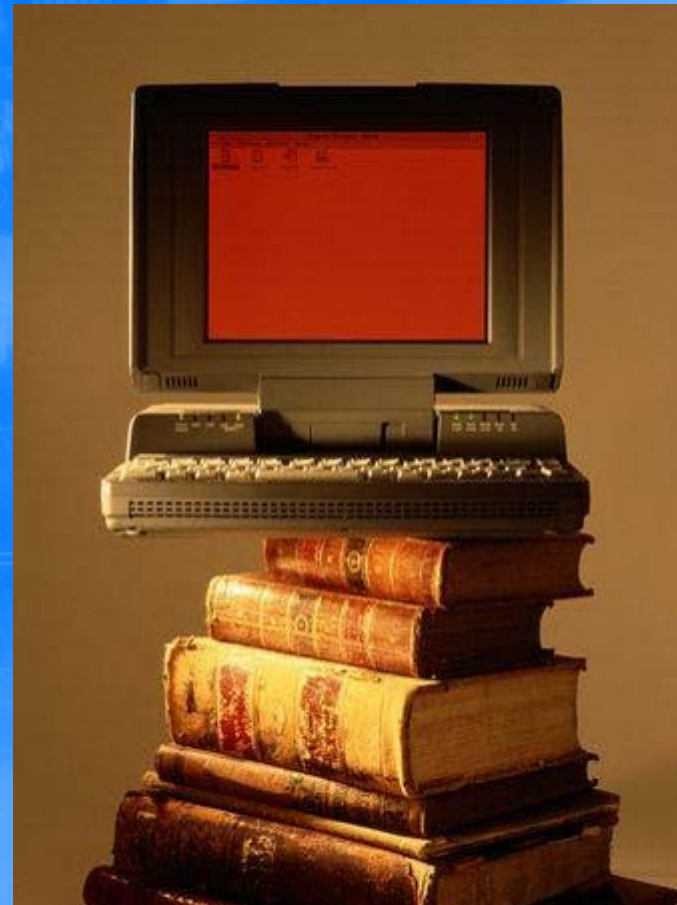


(De Bono, 1990)



Limited Attention Span

- Activation
- Selection, Rejection, Combination and Seperation



(De Bono, 1990)



Sequence of Arrival Information



(De Bono, 1990)



Limitations of the System

1. Rigid patterns
2. New information as part of old one
3. Pattern standardization
4. Great continuity. Small divergence can make a huge difference
5. The sequence of arrival information plays important role
6. Mutually exclusive patterns
7. Patterns get larger and larger
8. The mind is a cliché making and using system



(De Bono, 1990)



Lateral Thinking

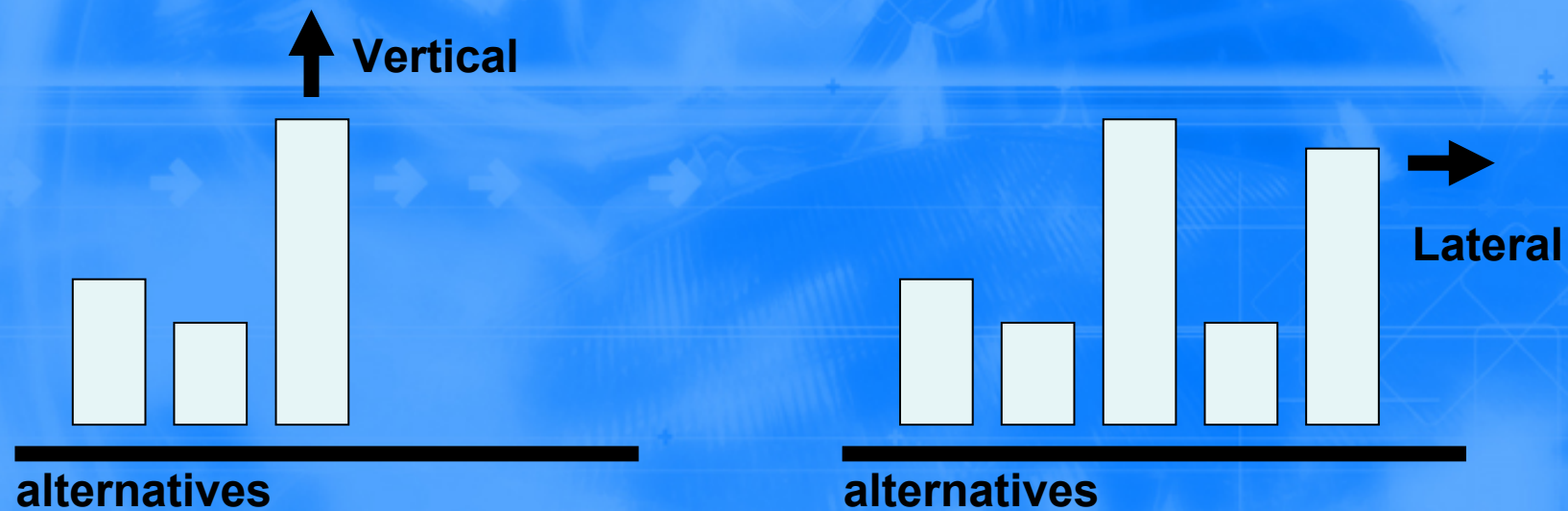
- **"You cannot dig a hole in a different place by digging the same hole deeper"**
- This means that trying harder in the same direction may not be as useful as changing direction. Effort in the same direction (approach) will not necessarily succeed.



(De Bono, 1990)



Logic of Each Thinking



(De Bono, 1990)



Differences

VERTICAL THINKING	LATERAL THINKING
Selective	Generative
Move to clear direction	Move for finding direction
Analytical	Provocative
Sequential	Can Make Jumps
Every step correctness	Final correctness
Blocked pathways	No blocked pathways
Excludes irrelevant	Welcomes irrelevant
Fixed concepts	Flexible concepts
Most likely paths	Least likely paths
Finite result	Probabilistic result



Paradigms



Definition of a Paradigm & Synonyms



- **Definition:**
Paradigm means pattern or model.
- **Synonyms:**
Theory, Dogma, World View, Mindset, Tradition, Habit.

Barker, 1993



Paradigms



A paradigm is a system of rules that does two things:

- 1. Sets limits or boundaries.**
- 2. Provides guidance for solving problems.**

Barker, 1993



Paradigm Paralysis



This happens when a paradigm becomes the paradigm – the only way to do something.

Barker, 1993



The Impossibility Question



- “What is impossible to do in your life / business today, but, if it could be done, would fundamentally change it for the better?”

Barker, 1993



Creative Process



The Wallas Model for the Process of Creativity

- **Preparation** (definition of issue, observation, and study)
- **Incubation** (laying the issue aside for a time)
- **Illumination** (the moment when a new idea finally emerges)
- **Verification** (checking it out)

(Wallas, 1926)



Osborn's Seven-Step Model for Creative Thinking

- **Orientation:** pointing up the problem
- **Preparation:** gathering pertinent data
- **Analysis:** breaking down the relevant material
- **Ideation:** piling up alternatives by way of ideas
- **Incubation:** letting up, to invite illumination
- **Synthesis:** putting the pieces together
- **Evaluation:** judging the resulting ideas

■ Alex Osborn (1953),



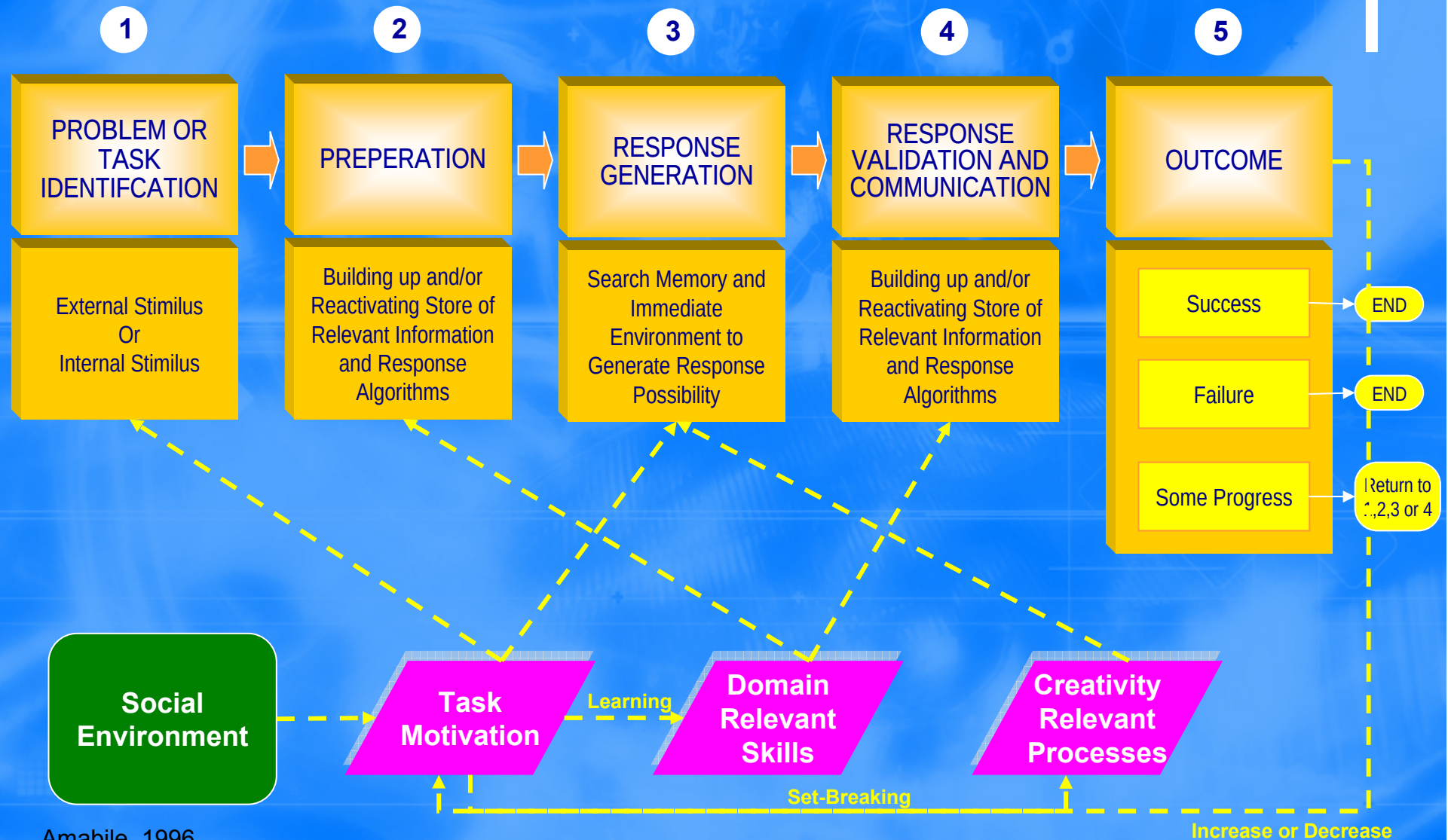
The Creative Problem Solving (CPS) Model

- Objective finding
- Fact finding
- Problem finding
- Idea finding
- Solution finding
- Acceptance finding

Parnes (1992) and Isaksen and Trefflinger (1985)



Creativity Process



Amabile, 1996



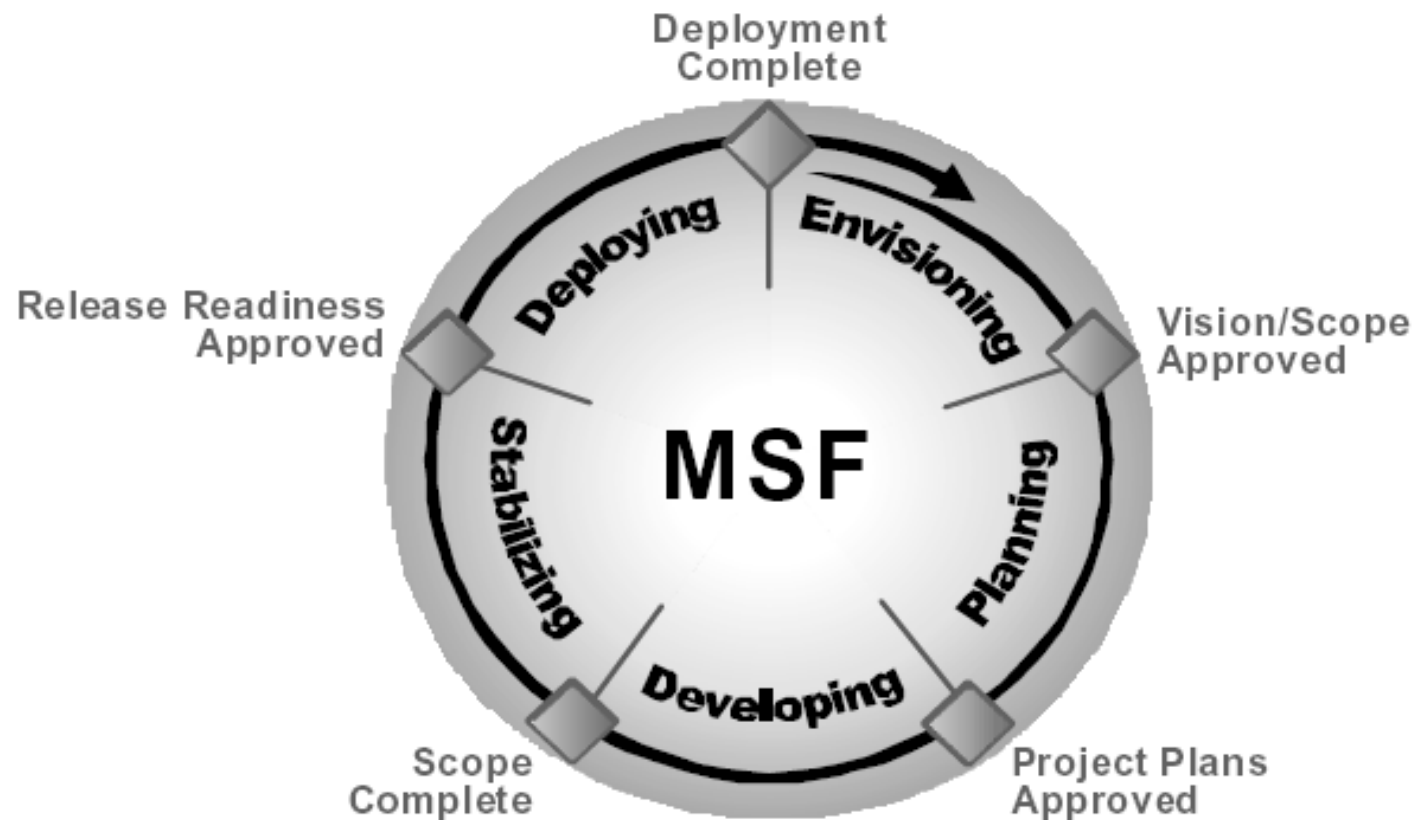
Processes in Business



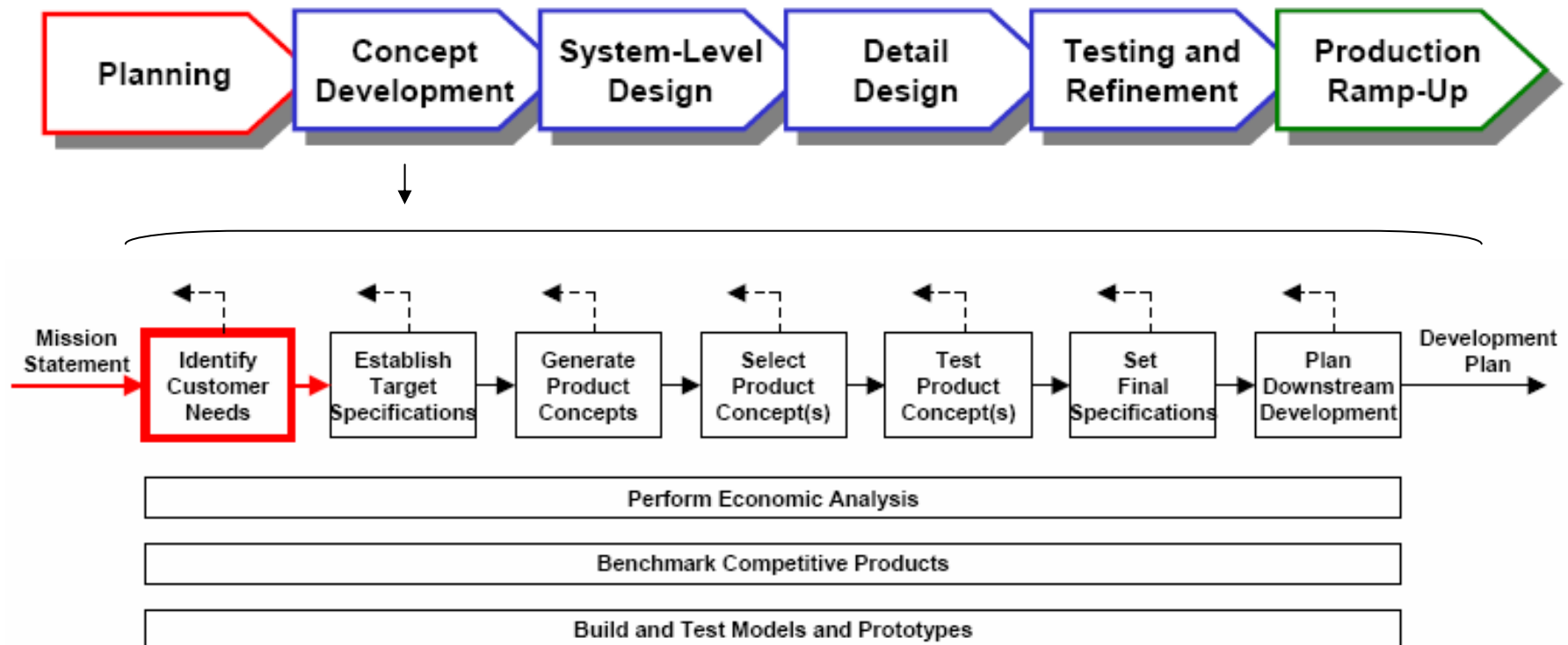
Product Development Stage Gate Process



Software Development

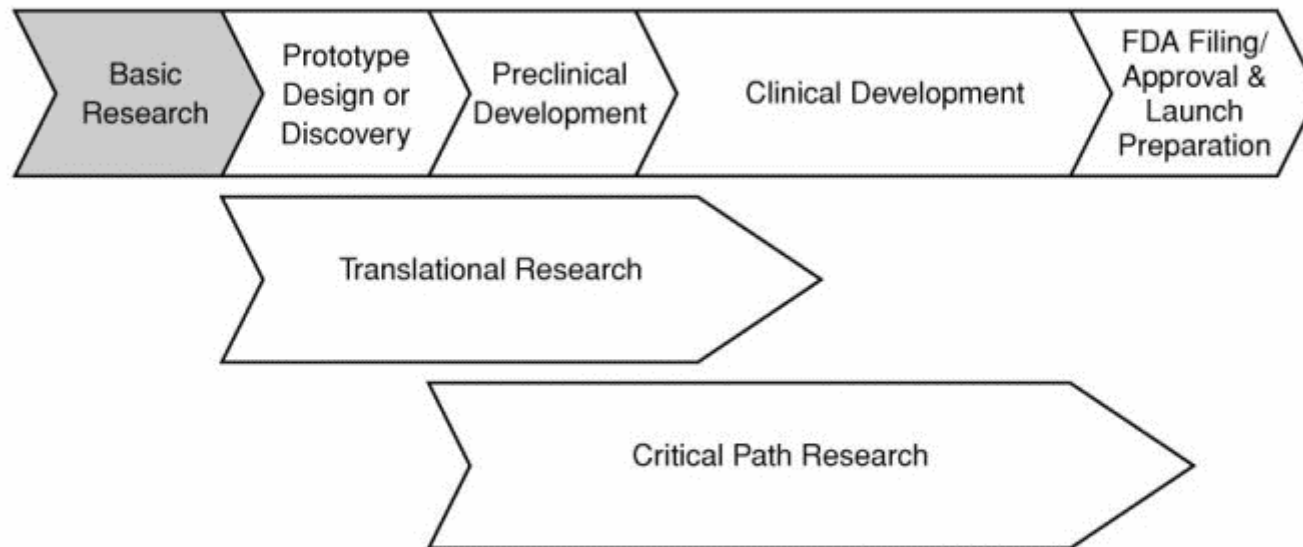


Product Development & Design

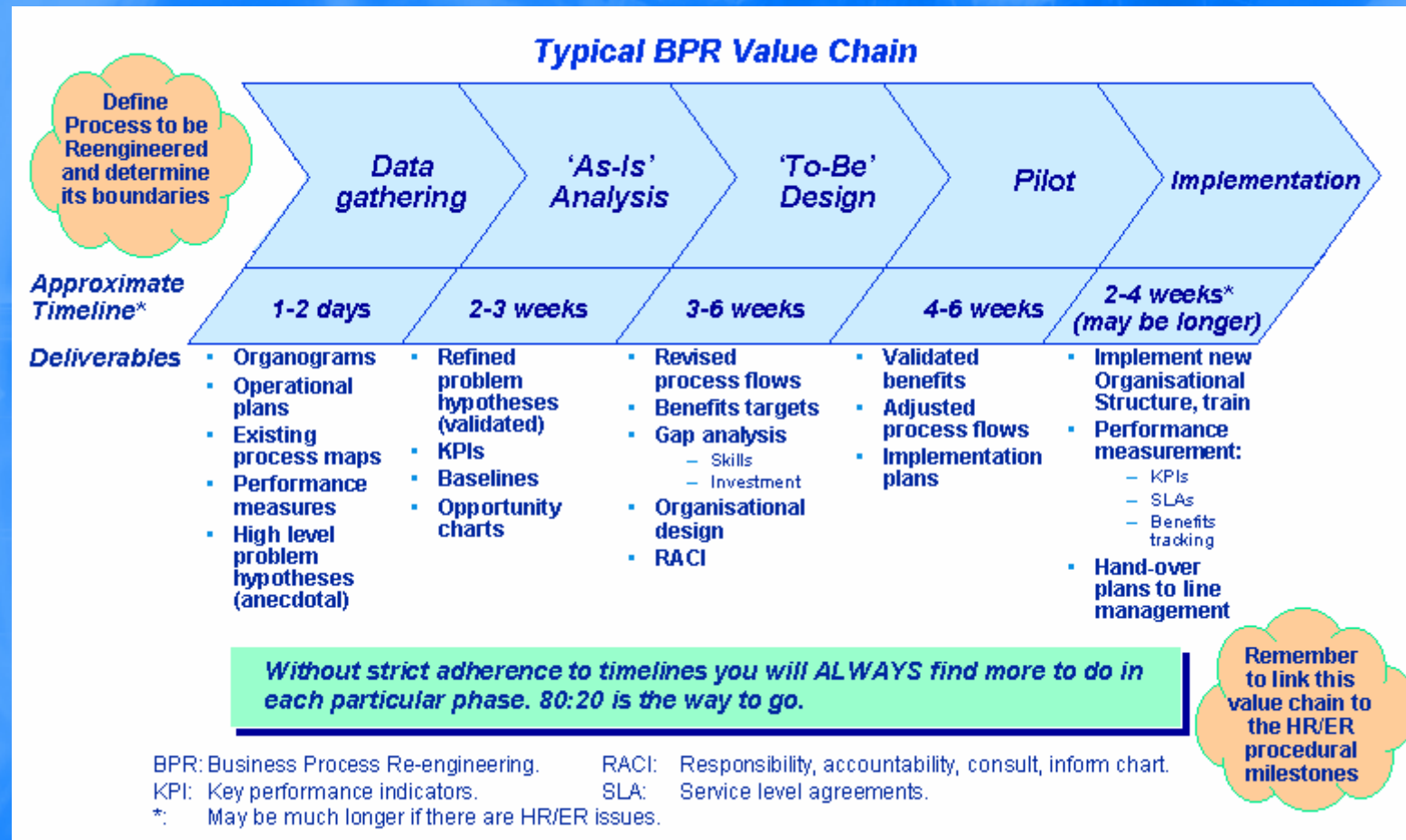


Pharma

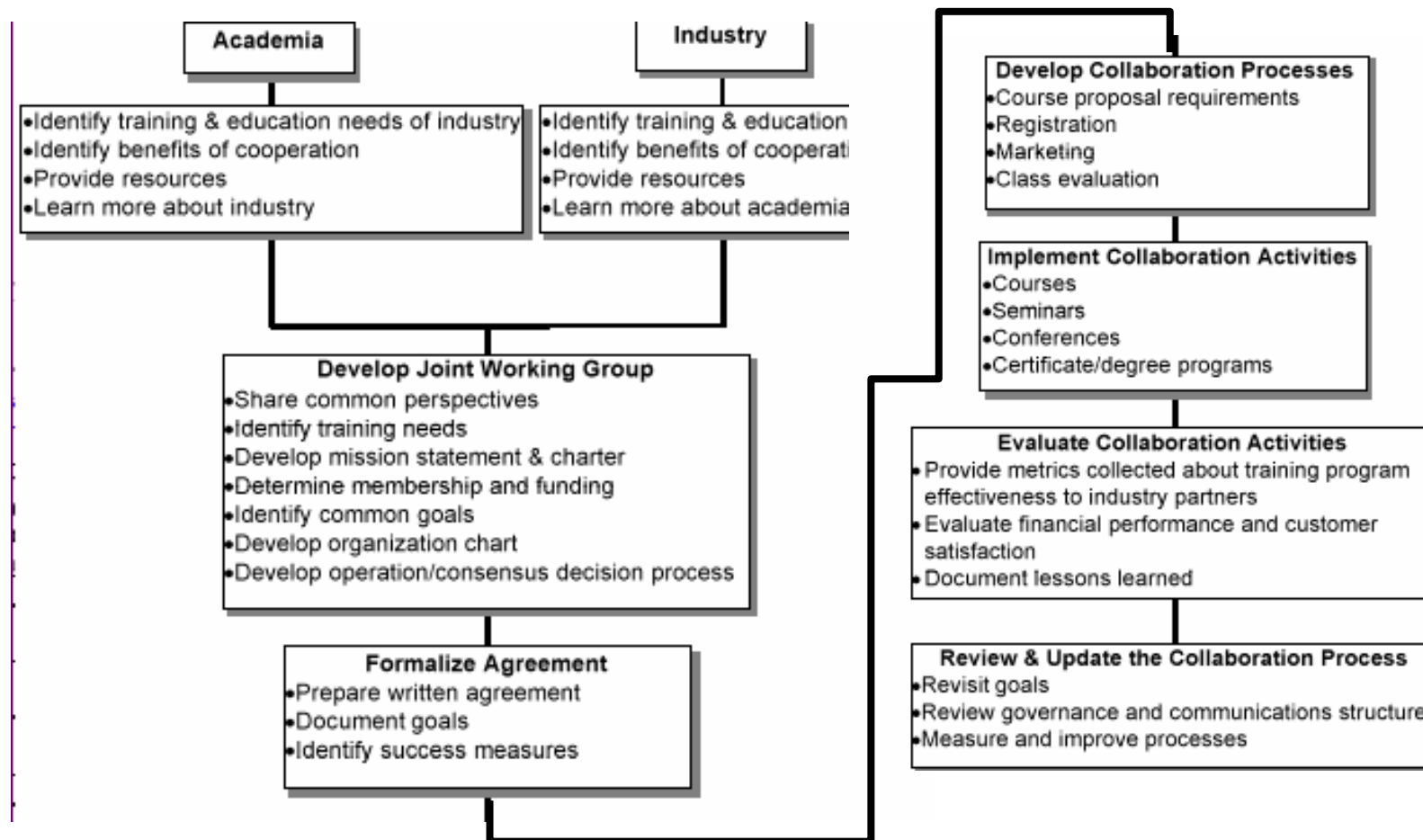
Research Support for Product Development



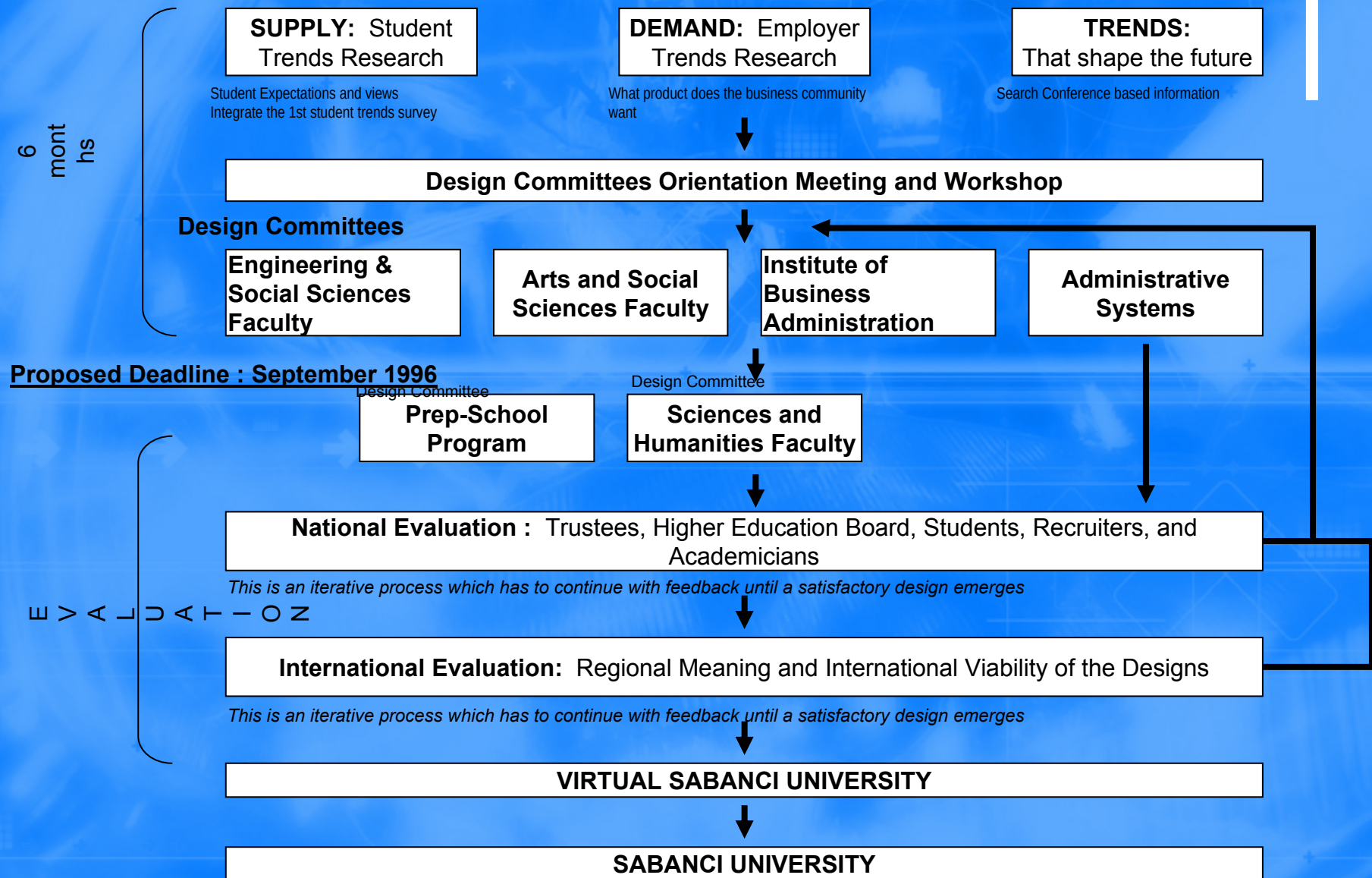
Business Process Reengineering



Collaboration Process



New Institution: Sabanci University



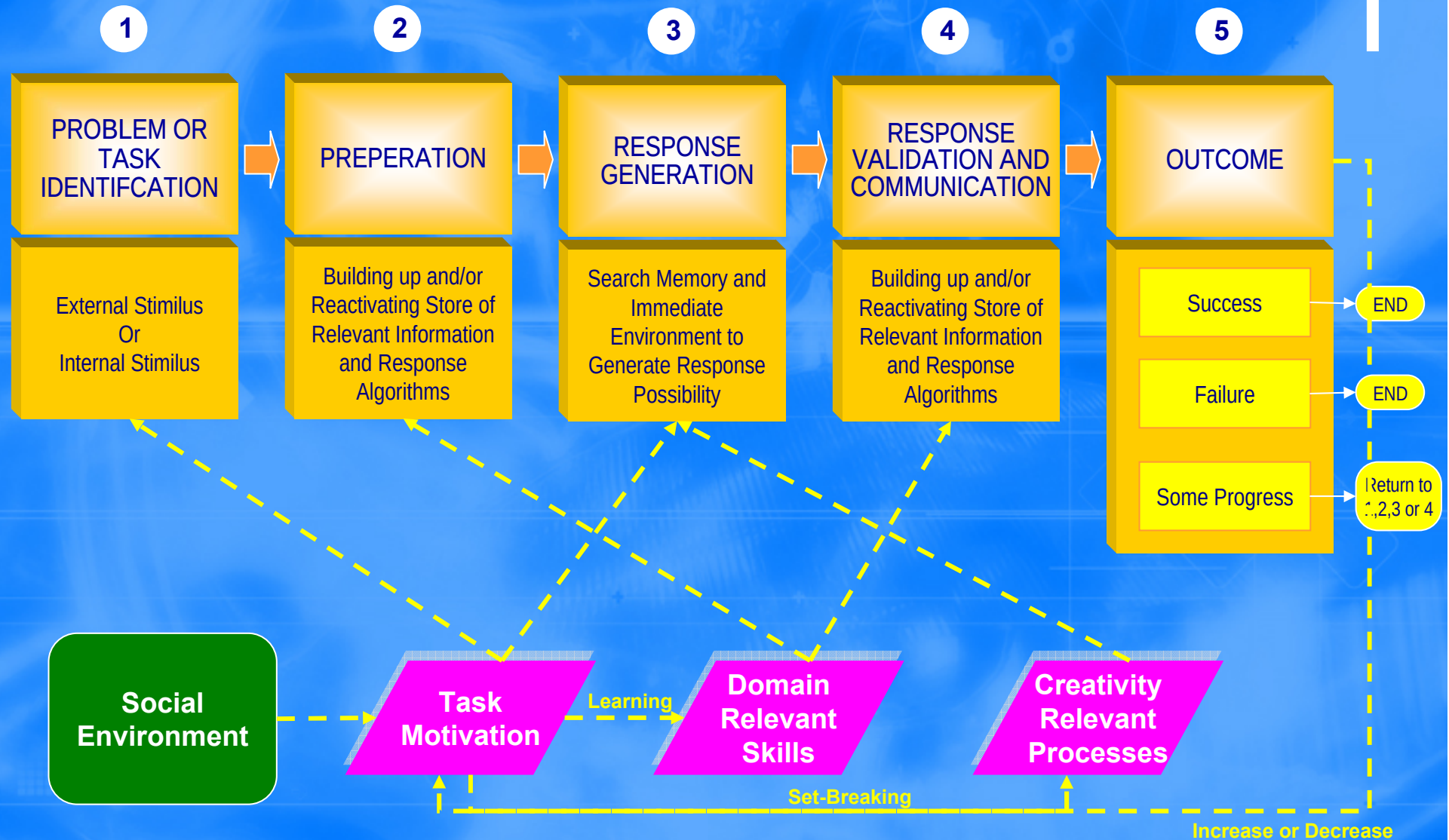
Brand Positioning Process Flow



Problem or Task Identification



Creativity Process





Brain Storming

- Set a topic
- Defer judgment when looking ideas
- Generate as many ideas as possible
- List their ideas as they occur and keep a written record
- Constantly elaborate or improve ideas





Mind Mapping

- Theme (center it)
- List keywords and prompts
- Locate keywords on relation basis and connect
- Use graphics (color, pictures)
- Cluster
- Revise





Positive Statement

- Frame your theme as a positive action statement with four parts:
 - The Action: the thing you want to do
 - The Object: a thing you want to change
 - The Qualifier: the kind of action
 - The Result: the result you expect
- *Example: In what ways might I package (action) my book (object) more attractively (qualifier) so people will buy more (end result)?*





Strech and Suqeeze

- Set your statement

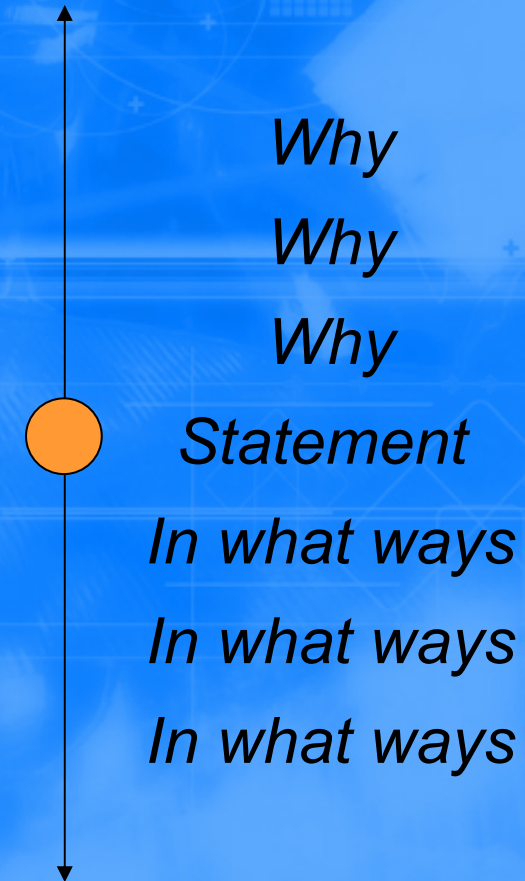
- Ask 'WHY'

..... ?

To make more
global.

- Ask 'IN WHAT
WAYS'

? To make more
specific.





One Word

- Write down your problem in one sentence. Reduce it to one word.
- Look for synonyms. Choose one.
- Describe that word.
- Does this add new dimensions.
- If describes the situation better, repeat the process with the new word.





Word Chain

- Set the theme of your problem.
- Write down the key word.
- List the free associations.
- Read your word chain
- Look for recurring theme.





Role Playing

- Take on a different role and state a problem
 - A leader in your field
 - A professor
 - A child
 - A politician
 - A psychologist
 - Or imagine you are the problem





Da Vinci's Multiple Perspectives

- Write the problem from your point of view.
- Write the statement from the perspectives of at least two other people
- Synthesize the different perspectives into one all-inclusive problem statement.





CPST

Questions

■ Ask

- Bold questions
- Childish questions
- Playful questions





Fishbone Diagram

Seperate the parts from the whole

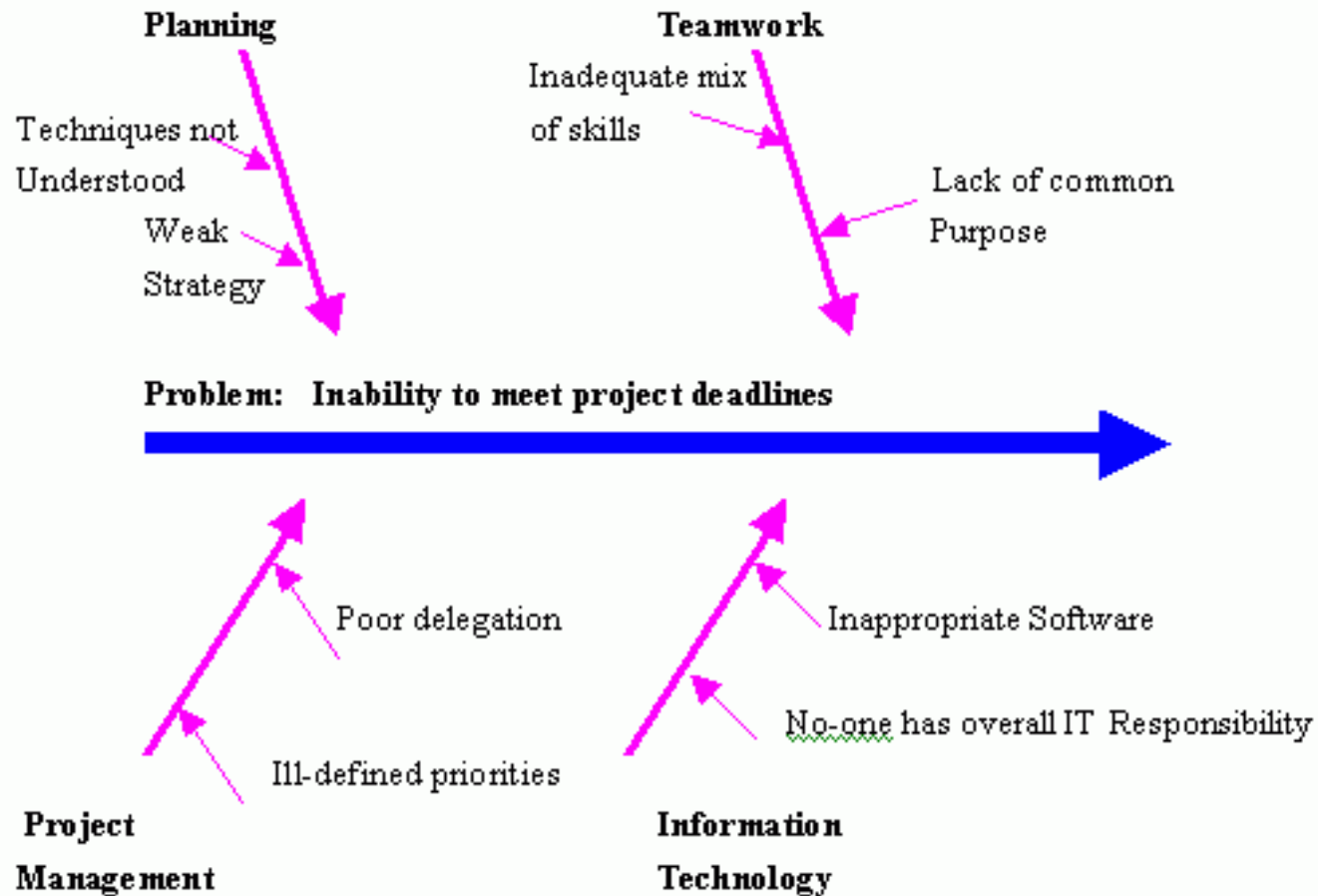
- Draw the fishbone diagram....
- List the problem/issue to be studied in the "head of the fish".
- Label each "'bone" of the "fish". The major causes of the problem.
- Repeat this procedure with each factor under the category to produce sub-factors. Continue asking, "Why is this happening?"
- Continue until you no longer get useful information as you ask, "Why is that happening?"
- Analyze the results





CPST

Fishbone Diagram



Preparation



Preparation

- Building up or reactivating a store of information relevant to problem
- Knowledge for response algorithms
- Short (warm up) or Long (search-research) depends on domain relevant skills



The Search for Information

1. What you know?
2. What you know you do not know?
3. What you do not know that you do not know?



Some Methods

- Surveys
- Interviews
- Antropological researches
- Focus groups
- Literature review
- Training
- Data Mining
- Scenario Planning
- ...

- Information
- Perceptions
- Emotions



Response / Alternative Generation

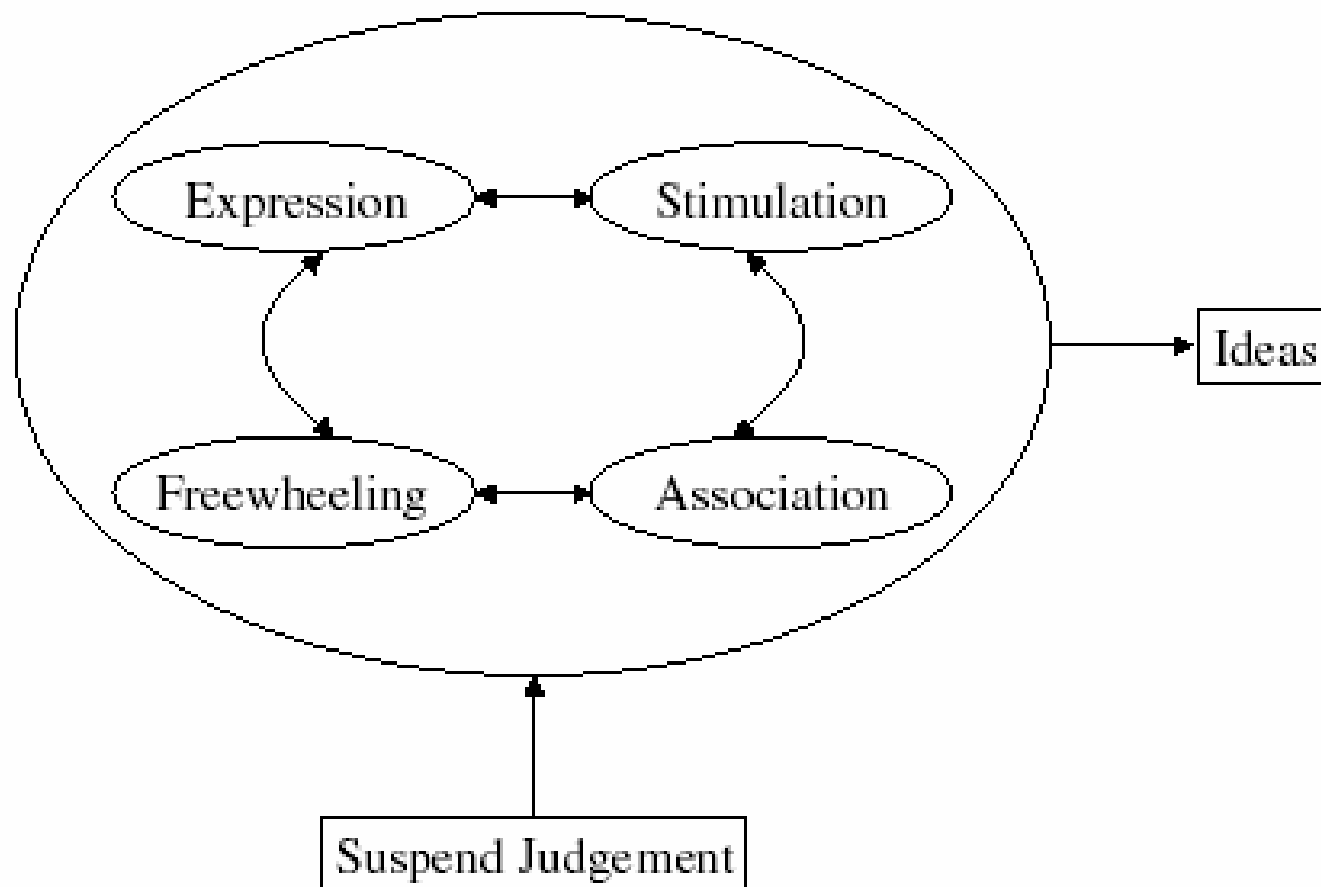


Response / Alternative Generation

- Generating response possibilities
 - Searching available pathways
 - Exploring features of environment
- Creativity relevant skills and task motivation play a role
- Objective: large number of possibilities



Creativity Model



Thinking Fluently

- All geniuses produce
 - Hard work
 - Continuity



Thinking Fluently

- Bach: wrote a cantata every week
- Mozart: 600 pieces of music
- Einstein: 248 papers
- Freud: 330 papers
- Picasso: 20.000 works
- Shakespeare: 154 sonnets
- Edison: 1093 patents, (9000 experiment for light bulb)





Brain Storming

- Defer judgment when looking ideas
- Generate as many ideas as possible
- List their ideas as they occur and keep a written record
- Constantly elaborate or improve ideas





Brain Writing

- The problem is identified
- Six people sitting in a circle, write down three ideas in three columns
- Pass the paper on to the next
- Add new variations
- Process repeat 5 turns
- Read and discuss the results



Making Novel Combinations

- Combining concepts
- Combining problems
- Combining perspectives
- Combining domains





Idea Box

- This is an integrated variation of the “Channels” modified brainstorming technique
- A way to automatically combine the parameters of an opportunity into creative ideas
- It is important to generate parameters and then list variations for each parameter





Idea Box: The Process

1. Specify Your Opportunity
2. Select The Parameters Of Your Opportunity
3. List Variations
4. Try Different Combinations





Idea Box: An Example

Improve Design For Laundry Hamper				
	Material	Shape	Finish	Position
1	Wicker	Square	Natural	Sits On Floor
2	Plastic	Cylindrical	Painted	On Ceiling
3	Paper	Rectangle	Clear	On Wall
4	Metal	Hexagonal	Luminous	Chute To Basement
5	Net Material	Cube	Neon	On Door



Data Mining Parameters

■ Platforms

- Standalone (95/NT)
- Unix Standalone
- Unix Server / PC Client
- NT Server / PC Client
- Database Connectivity

■ Data Input and Model Output

- Automatic Header
- Save Data Format
- ODBC
- Native Database Drivers
- Summary Reports
- Output Source Code

■ Automation

- Visual Programming
- Programming Language
- Macro Language
- Scripting
- Task Manager

■ Algorithms

- Decision Trees
- Linear/Statistical
- Multi-layer Perceptrons
- Nearest Neighbor
- Radial Basis Functions
- Bayes
- Rule Induction
- Polynomial Networks
- Generalized Linear Models
- Time Series

■ Usability Data Loading and Manipulation

- Model Building
- Model Understanding
- Technical Support
- Overall

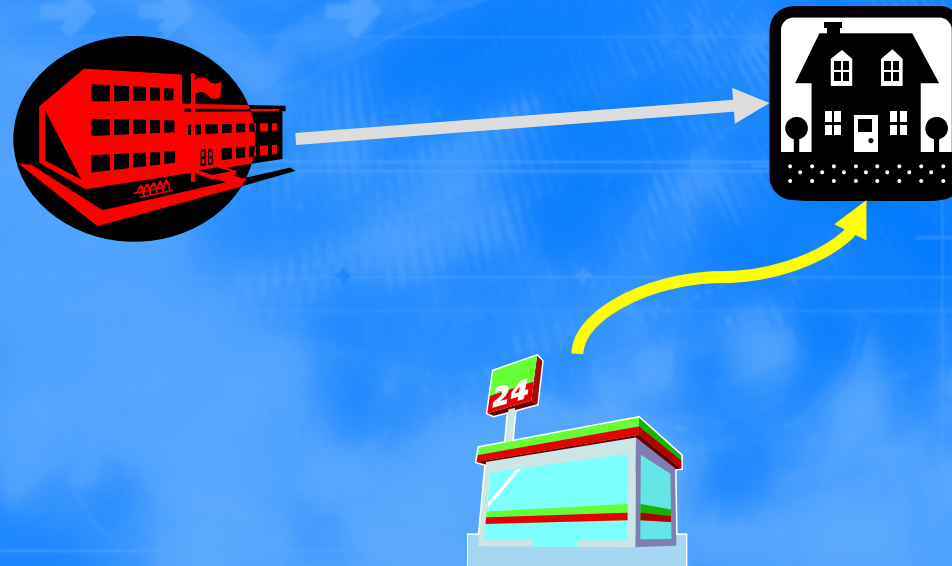
■ Visualization

- Histograms
- Pie Charts
- Scatter/ Line Plots
- Rotating Scatter



Connecting the Unconnected

- Juxtapositions
- Connect unconnected by forced relations





Random Input

- Define problem
- Find random words (dictionary, newspaper, etc.) pet-song-perfume-telephone-forest-football
- Force relationships





CPST

Random Object

- Generate object list
- List characteristics
- Connect characteristics with your challenge.



Looking At The Other Side

- Reversal
- Backward





Assumption Reversal

- Define problem
- List your assumptions
- Reverse every assumption



Looking In Other Worlds

- Resemblance between two separate areas of experience
- Areas
 - Accounting
 - Stars
 - Ocean
 - Math
 - TV News
 - Japan
 - Computers
 -





Parallel Worlds

- State your challenge
- Choose a key word from your challenge
- Choose a parallel world or field
- List the thoughts that you associate
- Look similarities and connections.
- Generate as many associations as you can.



Finding What You Are Not Looking For

- Creative accident
- Interesting alert





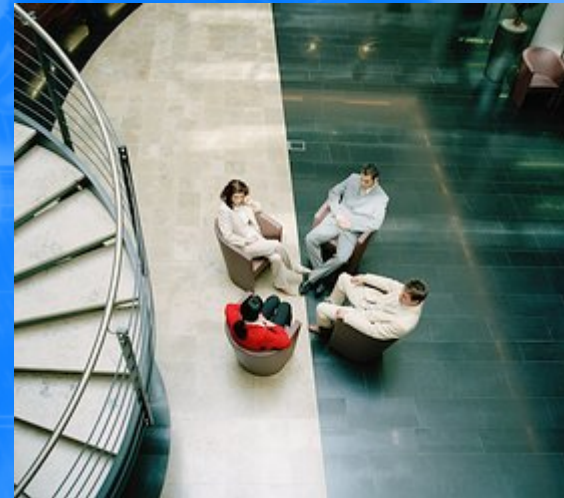
PMI

- Make three columns “plus, minus, interesting”
- Under the plus column list all the positive aspects about the subject
- Under the minus column list all the negative aspects about the subject
- Under the interesting column list all those things that are worth nothing but do not fit under other columns.
- The interesting items helps us to react to the interest in an idea and not just to judgment feelings about the idea. “I dont like the idea but interesting”



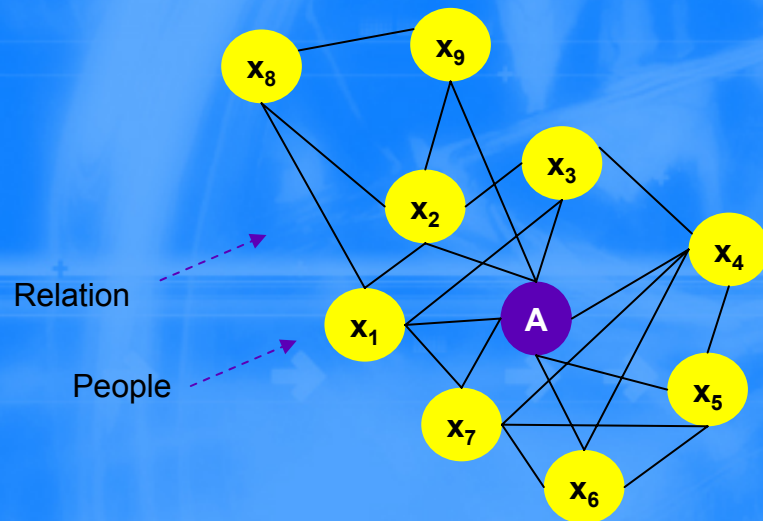
Awakening the Collaborative Spirit

- Dialogue
- Collegiality
- Honesty
- Clarified Thinking
- Right participants
- Suspending all assumptions and judgments
- Right environment
- Facilitation
 - Stating problem
 - Idea production
 - Elaboration
 - Recording
 - Evaluation



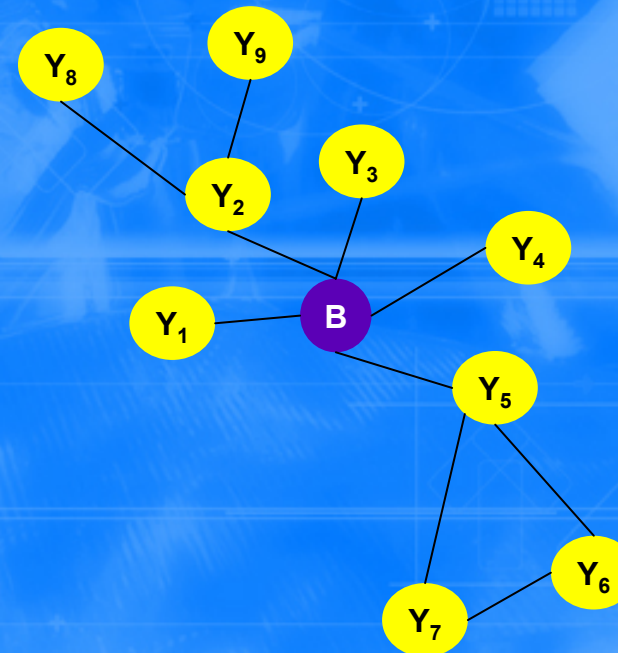
Creativity in Social Networks

Strong Tie



Credible and trusted
Motivated to give information
Available
Social and emotional support

Weak Tie



Bridges between different groups
New information, filters, models
Novel ideas

(Brass, 1995)



Creative Response Strategies

1. Thinking Fluency
2. Making New Combinations
3. Connecting the Unconnected
4. Looking at the Other Side
5. Looking in Other Worlds
6. Finding What You Are Not Looking For
7. Awakenning the Collaborative Spirit



Michalko, 2001



Response Validation

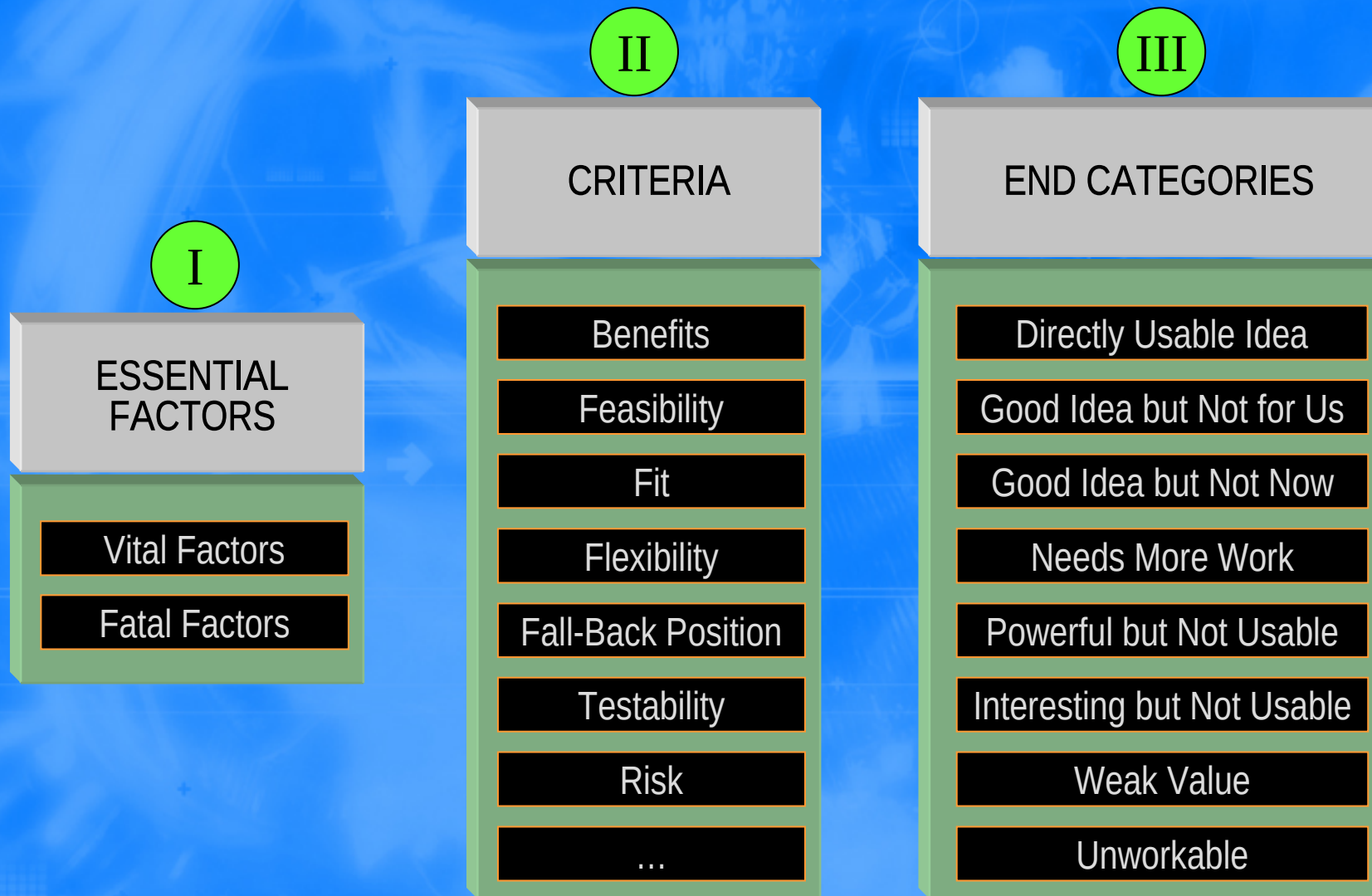


Experimentation

- Experimentation is a core ability to innovate.
- It is systematic testing of ideas.
- In the past testing was expensive
- Today new technologies computer simulation, rapid prototyping and combinatorial chemistry allow cheaper experiments.



Response Validation





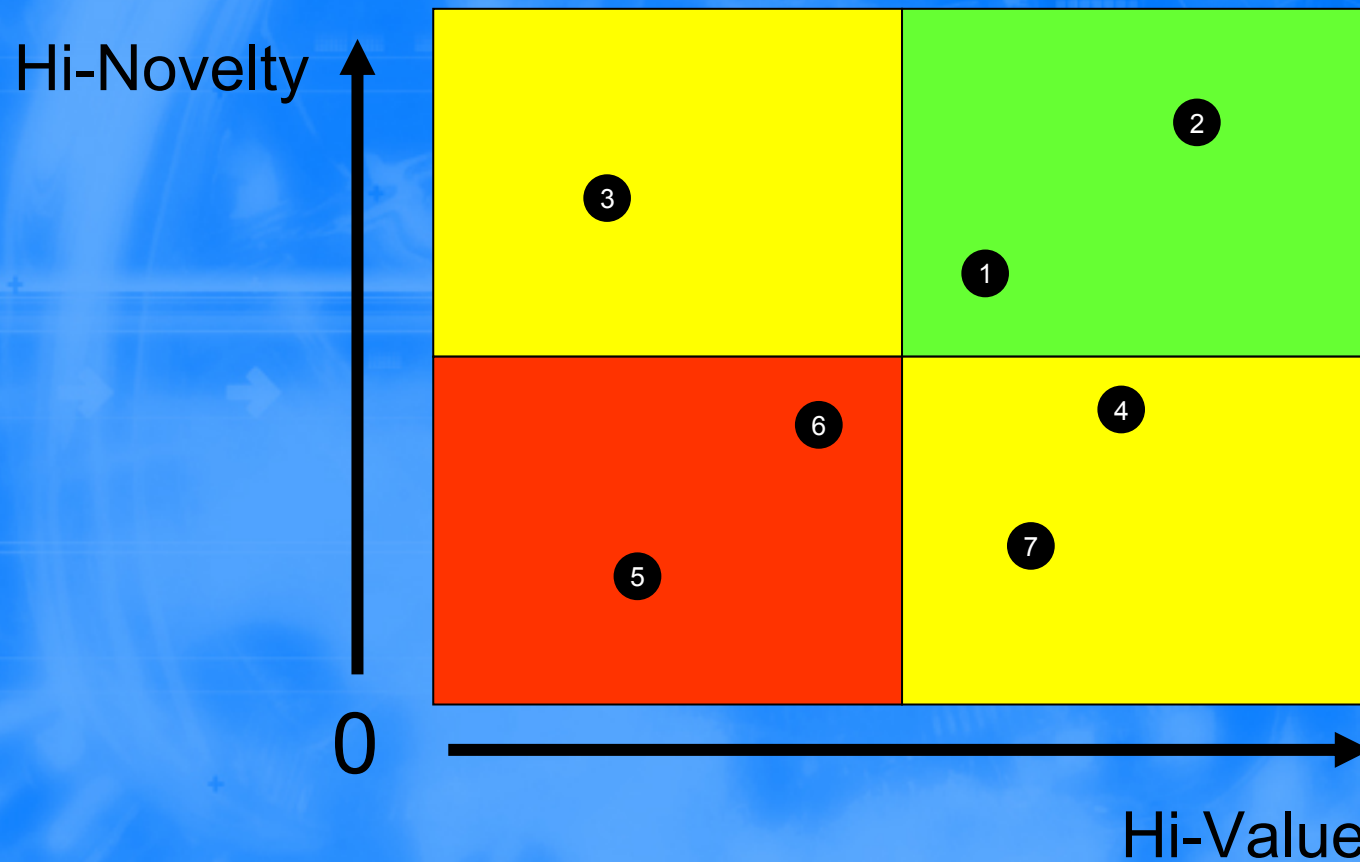
Screening Matrix

- Create a standard four-cell matrix in which one axis represents novelty and the other value.
- Ideas are placed on the matrix according to how well they meet established criteria as defined by the axes.





Screening Matrix



Criteria for Idea Evaluation

■ CRITERIA OF IDEA ATTRACTIVENESS

(Examples only)

- Originality
- Simplicity
- User friendly
- Easy to implement
- Elegant
- Difficult to copy

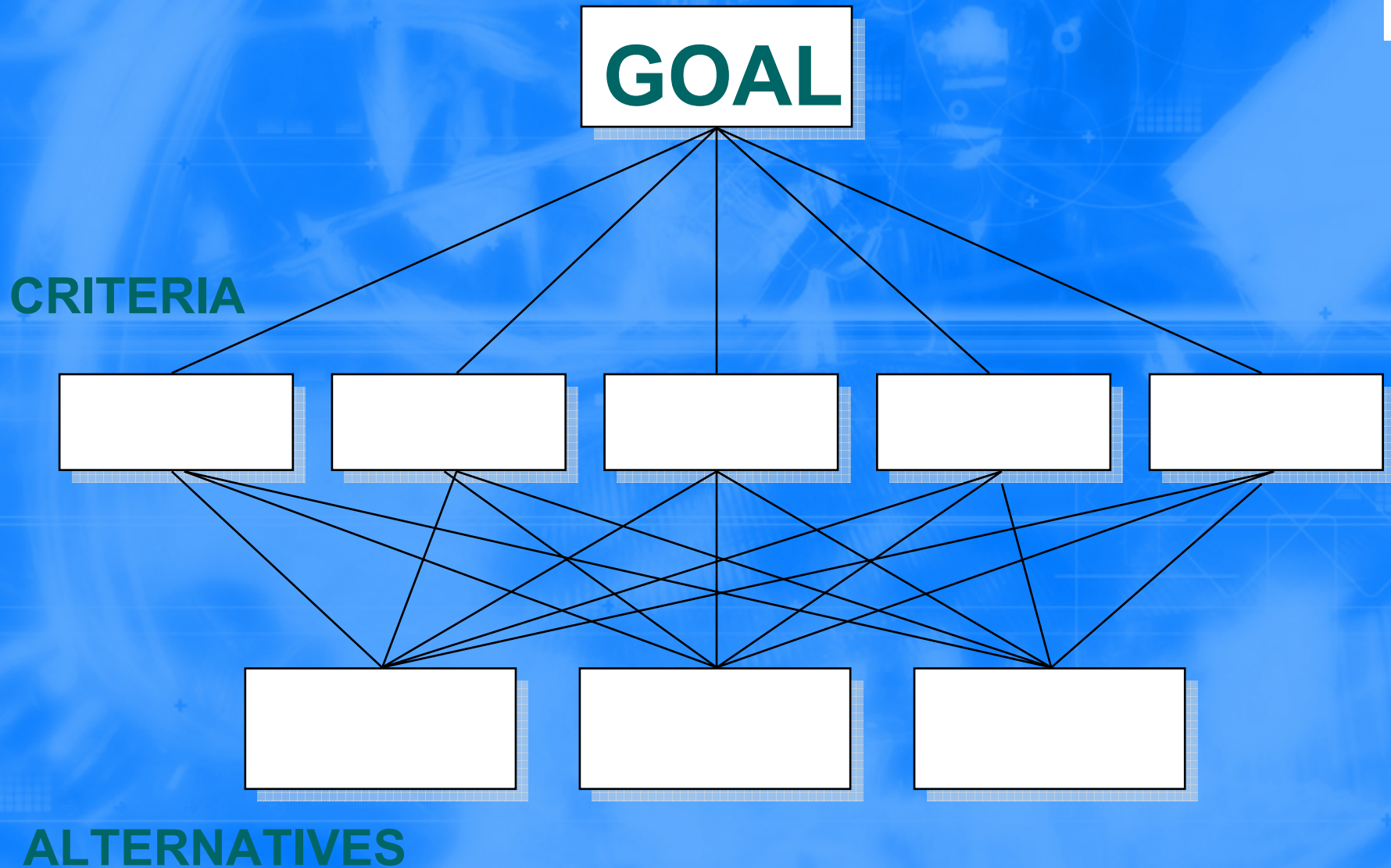
■ CRITERIA OF COMPATIBILITY

(Examples only)

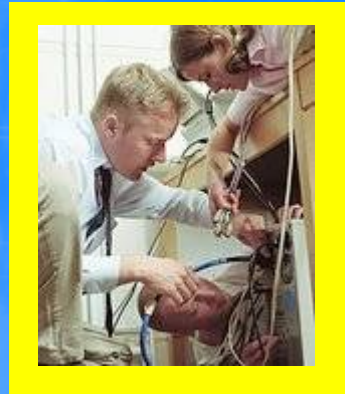
- Available financial resources
- Available human resources
- Corporate image
- Need to solve problem



Analytical Hierarchy Process



Implementation





How-How

- Place the agreed-upon solution on the left side of a piece of paper.
- A decision tree of more detailed action plans obtained by asking “How” at each stage of the process is formed to the right of the solution.
- Beginning with the first solution, the question “How” is asked. The responses are recorded on branches of the decision tree.
- The process continues until sufficiently detailed implementation plans have been established.

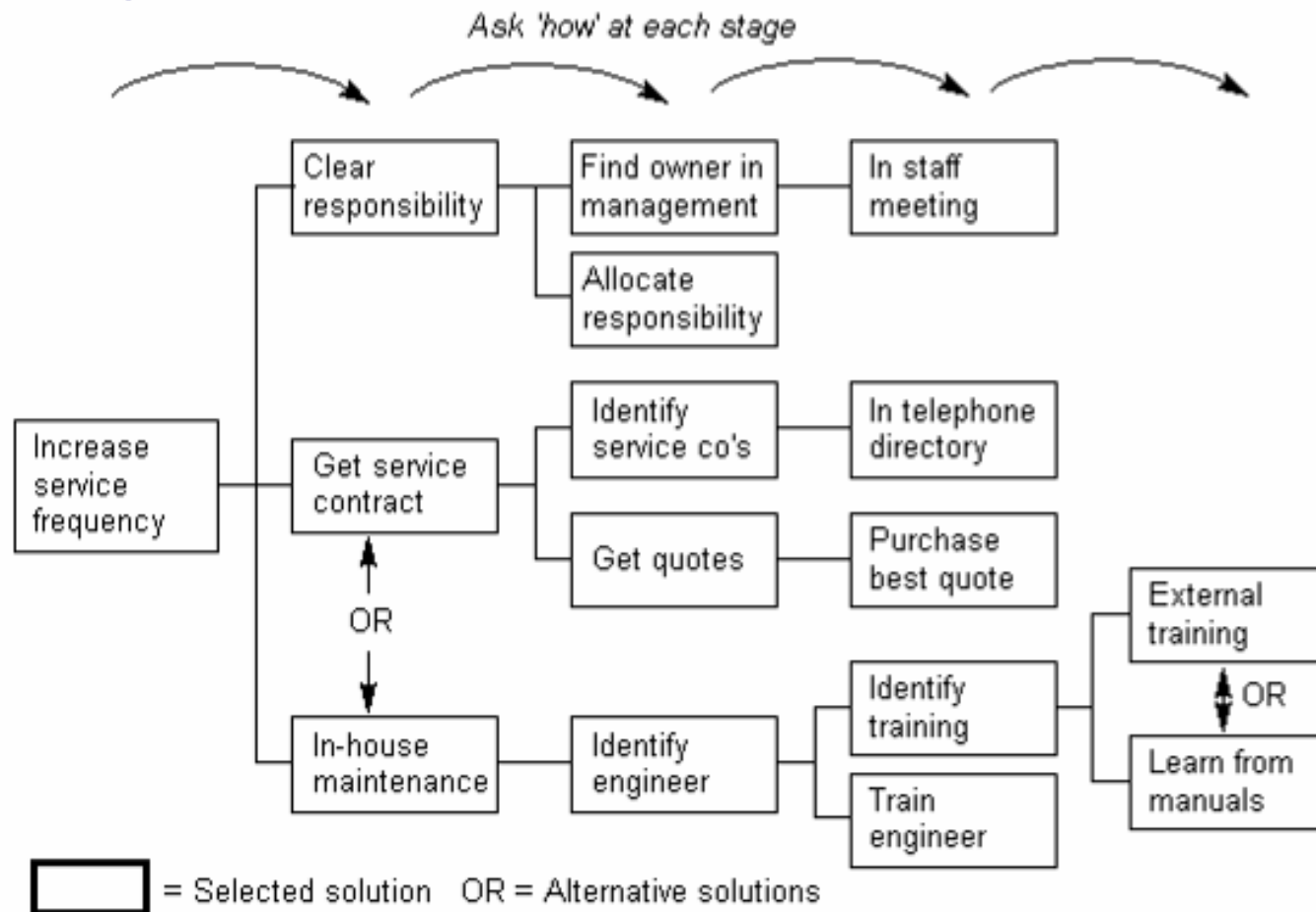




CPST

How-How

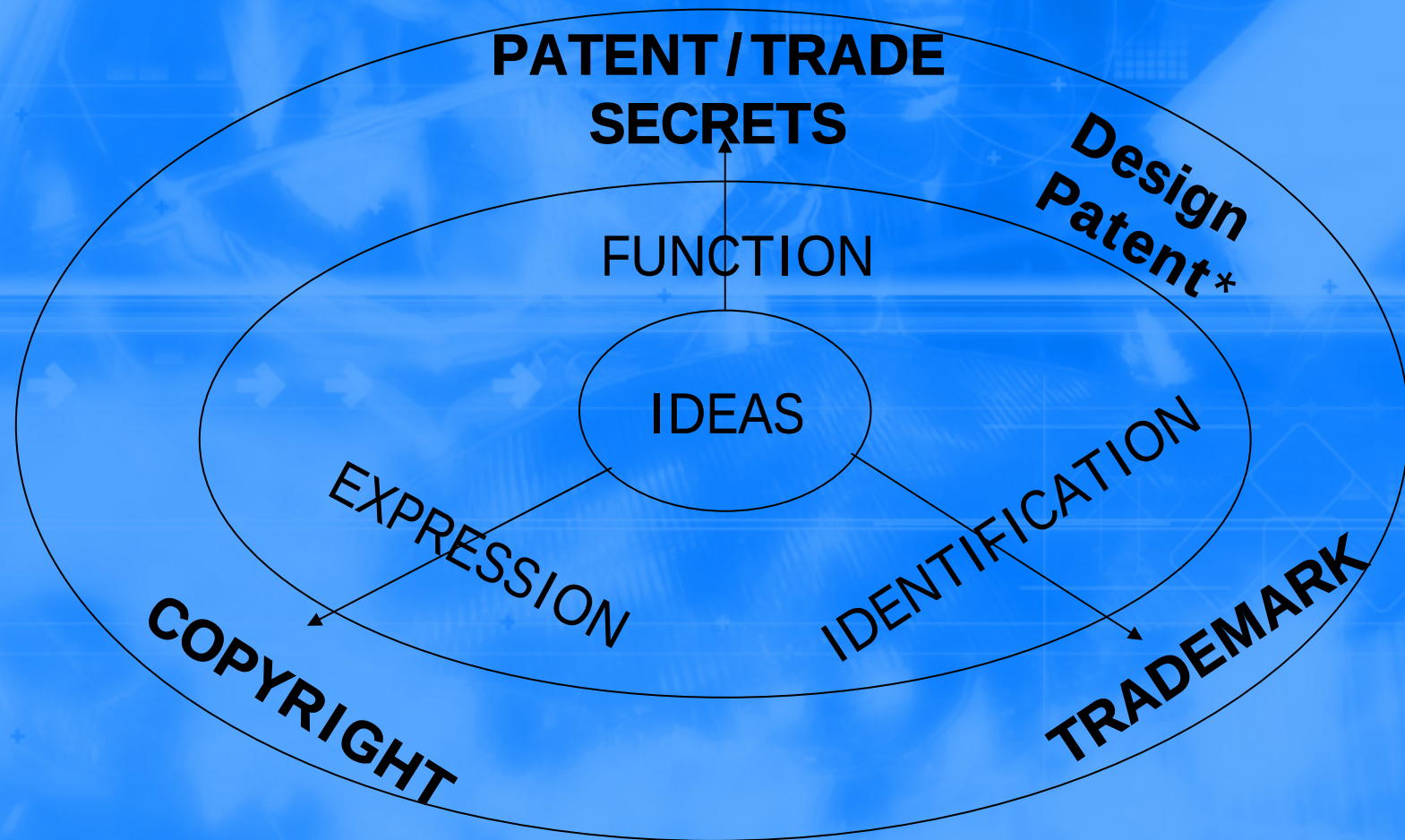
Example



Intellectual Property

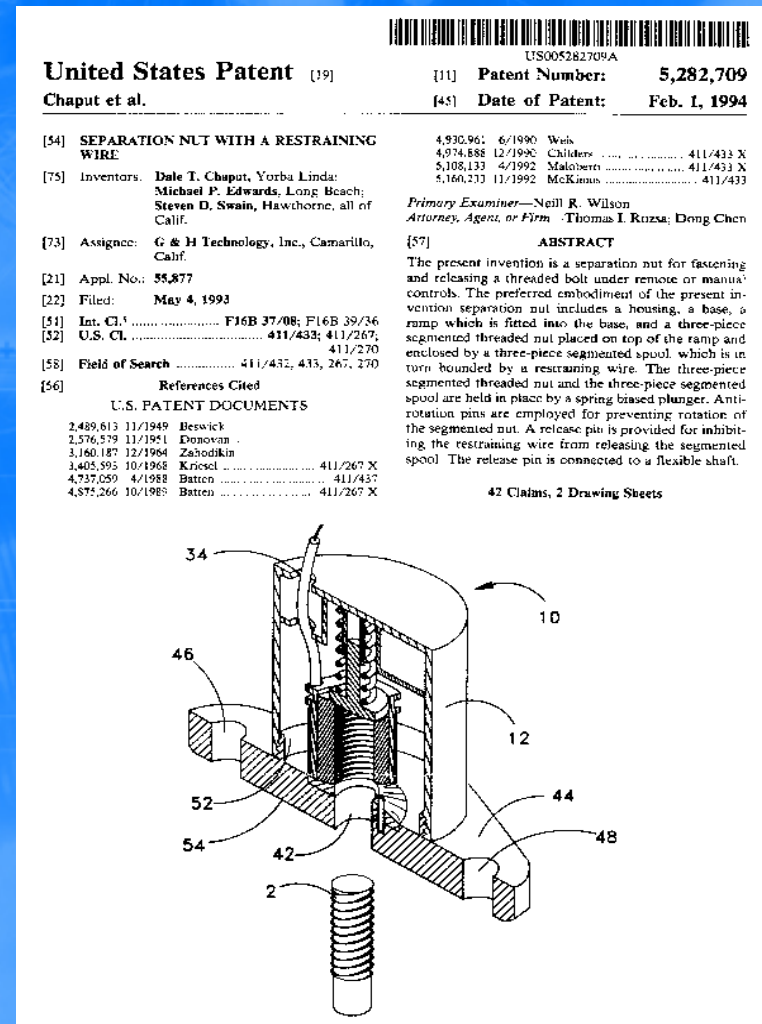


Realms of Intellectual Property



Realms of IP - Patent

- Right to exclude others from making, using, selling, offering to sell, or import



Realms of IP – Trade Secrets

- Examples include soft drink formulas, customer lists, business processes



ADMIN - Customer List

Displaying 751 - 780 of 936 Customers

Page: 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | Next

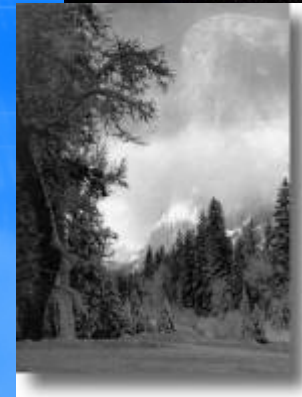
Customer:

Customer	Phone	Email	Orders	Edit	Delete
Michaels, Richard	555-459-8865	richm@compallery.com	0	Edit	Delete
Hippert, Richard		chipert@intellipour.com	1	Edit	Delete
richie, rich_richie_rich	781-555-4565	allgenzvine@aol.com	1	Edit	Delete
Crespo, Robert		crespo2@optonline.net	0	Edit	Delete
Dimer, Robert		rob@robtech.ca	1	Edit	Delete
Isaacs, rocky	403-123-4567	rocky@rockpictures.com	1	Edit	Delete
Guterman, Ron		ron@emmyvshoe.com	1	Edit	Delete
Sobolik, Roy		carbo@newnorth.net	1	Edit	Delete
ee, rt	024-6763677+	xstdnb@duydvh.net	1	Edit	Delete
ee, rtg	333-3333333	me@ee32.com	2	Edit	Delete
eve, mme		es@ha.com	0	Edit	Delete
edert, rtlet	020-45345345	hklfgh@dgllg.com	0	Edit	Delete
S, S	999-99999999	STEVEPEREZ@HOTMAIL.COM	0	Edit	Delete
r, s		sv@aol.com	1	Edit	Delete
s, s	99-99	mark@quxyz.com	0	Edit	Delete
sad, sad	223-32423	asdaa	0	Edit	Delete
sadas, sadasd		john@juweb.com.au	0	Edit	Delete
scdf, cdfds		muNamaRmoFmsd.com	0	Edit	Delete



Realms of IP - Copyright

- Original literary or artistic works

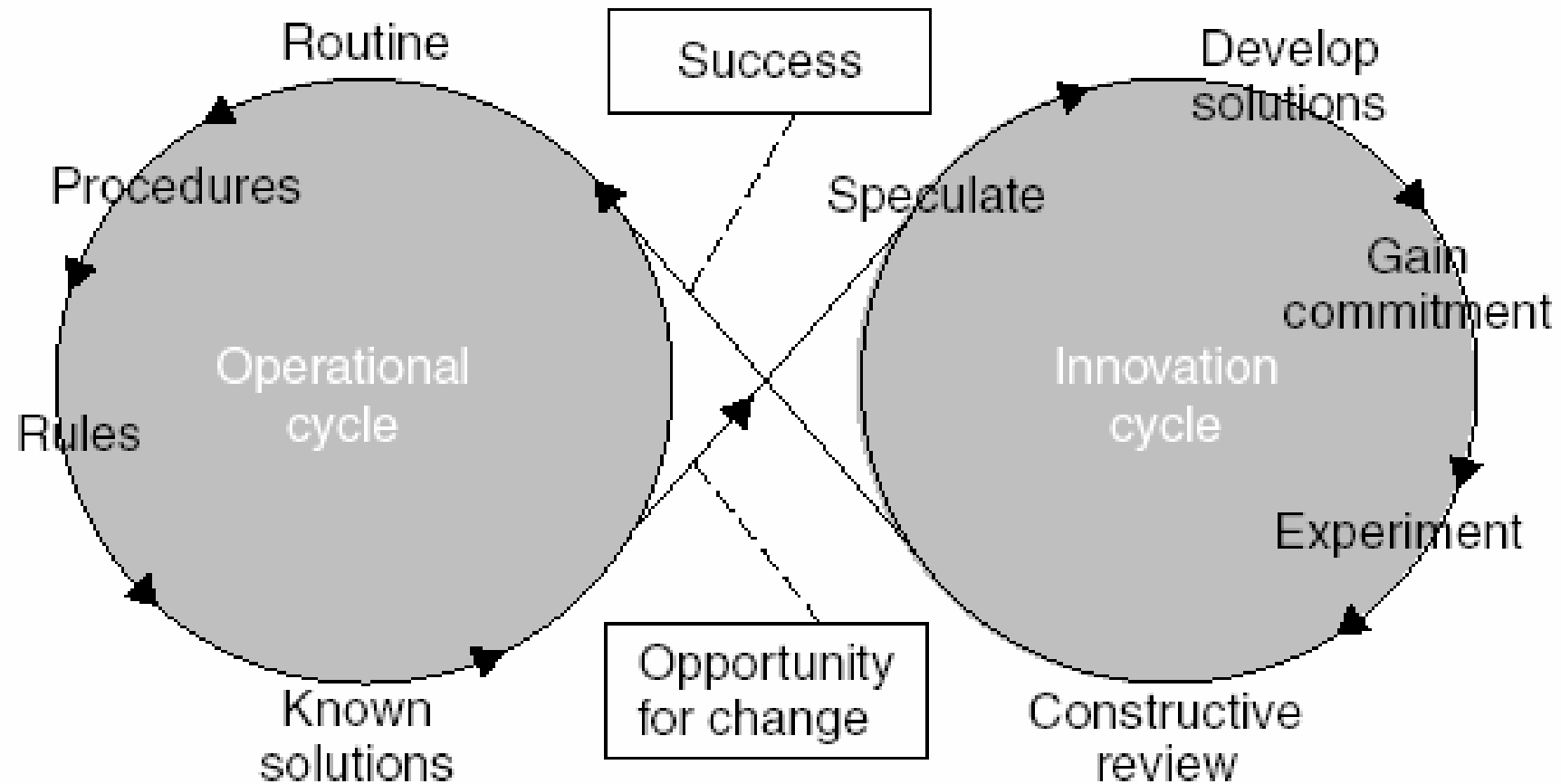


Realms of IP - Trademark

- Name or symbol that identifies a manufacturer's or trader's product/service and distinguishes it from other products/services



Cycling Worlds



Stamm, 2003



Managing Creativity



Traditional Definition of Management

Attainment of organizational goals in an effective and efficient manner through:

- Planning
- Organizing
- Leading
- Controlling



What is Management?

“The art of getting things done through people”

[M. P. Follett, quoted in Daft 1993]



What is Management?

“The Manager’s job can be broadly defined as deciding what should be done and getting other people to do it.”

[Rosemary Stewart *quoted in Mullins 1999*]



Innovation Orientation

- ✓ Value placed on innovation in general
- ✓ Innovation prized and failure is not fatal
- ✓ Mechanisms for developing new ideas
- ✓ Open and active communication
- ✓ Risk orientation
- ✓ Sense of pride

- ✗ Organizational disinterest
- ✗ Status quo



Freedom & Autonomy

- ☑ Freedom in deciding what to do or how to accomplish the task
- ☒ Constraint: lack of a sense of control over one's own work and ideas
- ☒ Strict control
- ☒ Formal structures and procedures



Challenge

- ☑ A sense of challenge arising from the nature of the problem itself or its importance to the organization
- ☑ An offensive strategy of taking the lead toward the future
- ☒ Defensive strategy of simply wanting to protect the organization's past position



Recogniton

- ☑ Feedback
- ☑ Recognition
- ☑ Reward

- ☒ Defensive strategy of simply wanting to protect the organization's past position



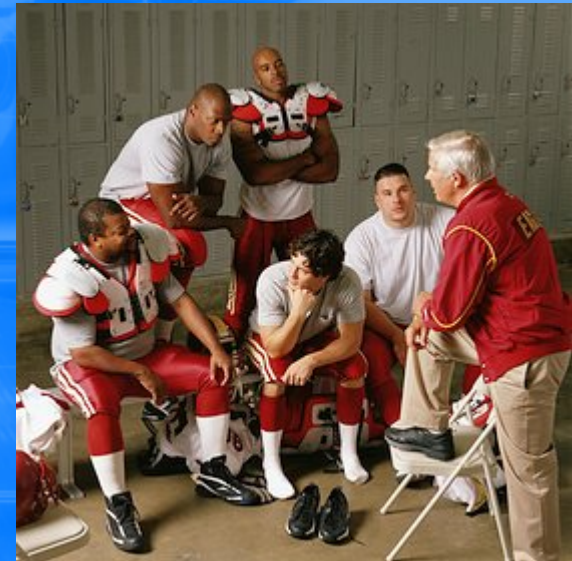
Project Management

- ✓ Clear goal setting
- ✓ Clear planning and feedback
- ✓ Role model managers
- ✓ Communication
- ✓ Enthusiastic support for the work of individuals and the team
- ✓ Protects the team from outside distractions
- ✓ Matching tasks to worker's skills and interests
- ✗ Managing too tightly



Effective Teams

- ☑ Diversity of skills
- ☑ Trust and communicate well each other
- ☑ Challenge each other's ideas in constructive ways
- ☑ Mutually supportive
- ☑ Committed to the work they are doing



Encouragement

- ☑ Management enthusiasm for new ideas
- ☑ Creating an atmosphere free of threatening evaluation



Pressure

- ☑ Sufficient time: time to explore different perspectives rather than having old ways
- ☑ A sense of urgency (competition or importance)
- ☒ Time pressure
- ☒ Workload pressure



Time Pressure / Creativity Matrix

		Time Pressure	
		low	high
Likelihood of Creative Thinking	high	On an expedition	On a mission
	low	On autopilot	On a treadmill

Amabile, 1996



Resources

- ✓ People with necessary expertise
- ✓ Funds allocated to this work domain
- ✓ Material resources
- ✓ Systems and processes
- ✓ Relevant information
- ✓ The availability of training
- ✗ Insufficient resources



Collaboration

☑ Collaboration & Cooperation

☒ Political problems and turf battles

☒ Destructive criticism

☒ Competition

☒ Lack of collaboration



Balance in Managing for Creativity

- Goal-Setting
- Evaluation
- Reward
- Pressure



Amabile, 1996



Leadership and Creativity



What is Leadership?

- Leadership is the **process of influencing others** to understand and agree about
- **what needs to be done and**
- **how it can be done effectively, and**
- the **process of facilitating individual and collective efforts**
- to accomplish the **shared objectives**.



Transactional versus Transformational Leadership Behaviours

■ Transactional Leadership Behaviours

- Leadership actions that focus on accomplishing the tasks at hand and on maintaining good working relationships by exchanging promises of rewards for performance.

■ Transformational Leadership Behaviours

- Leadership actions that involve influencing major changes in the attitudes and assumptions of organization members and building commitment for the organization's mission, objectives, and strategies.



Charismatic leaders

- = leaders who exert powerful effects on their followers and to whom several special traits are attributed

What do Charismatic Leaders Do"?

- They distill complex ideas into simple messages ("I have a dream
- They relish risk and feel empty without it; they are great optimists
- They are rebels who fight convention; they may seem idiosyncratic



Vision Orientation

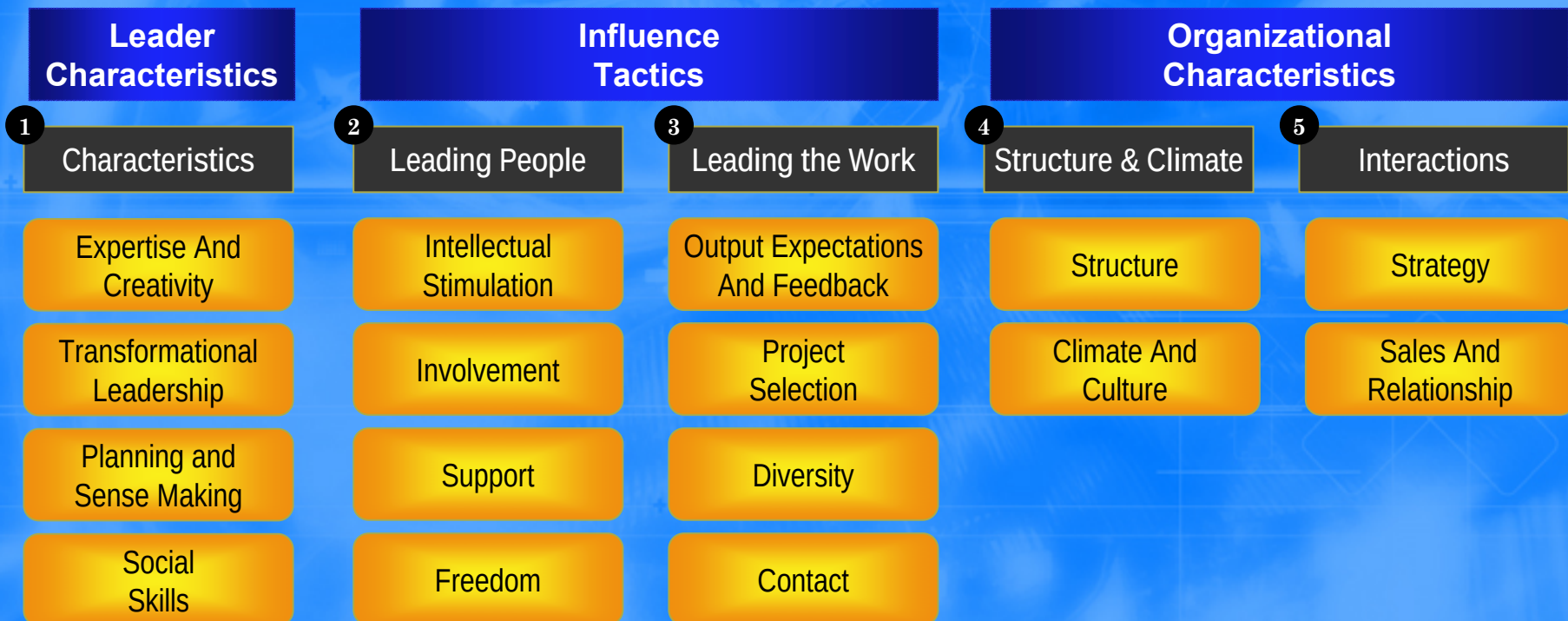


Leading vs. Managing

- Lead: “going in front” derived from the Anglo Saxon root ‘Laed’ meaning path or road. Leadership is “the ability to lead”
- Manage: derived from the Latin word ‘manus’ meaning hand - suggesting control



Leading Creatives Model



Mumford and et al, 2002



Value Creation and Value Innovation



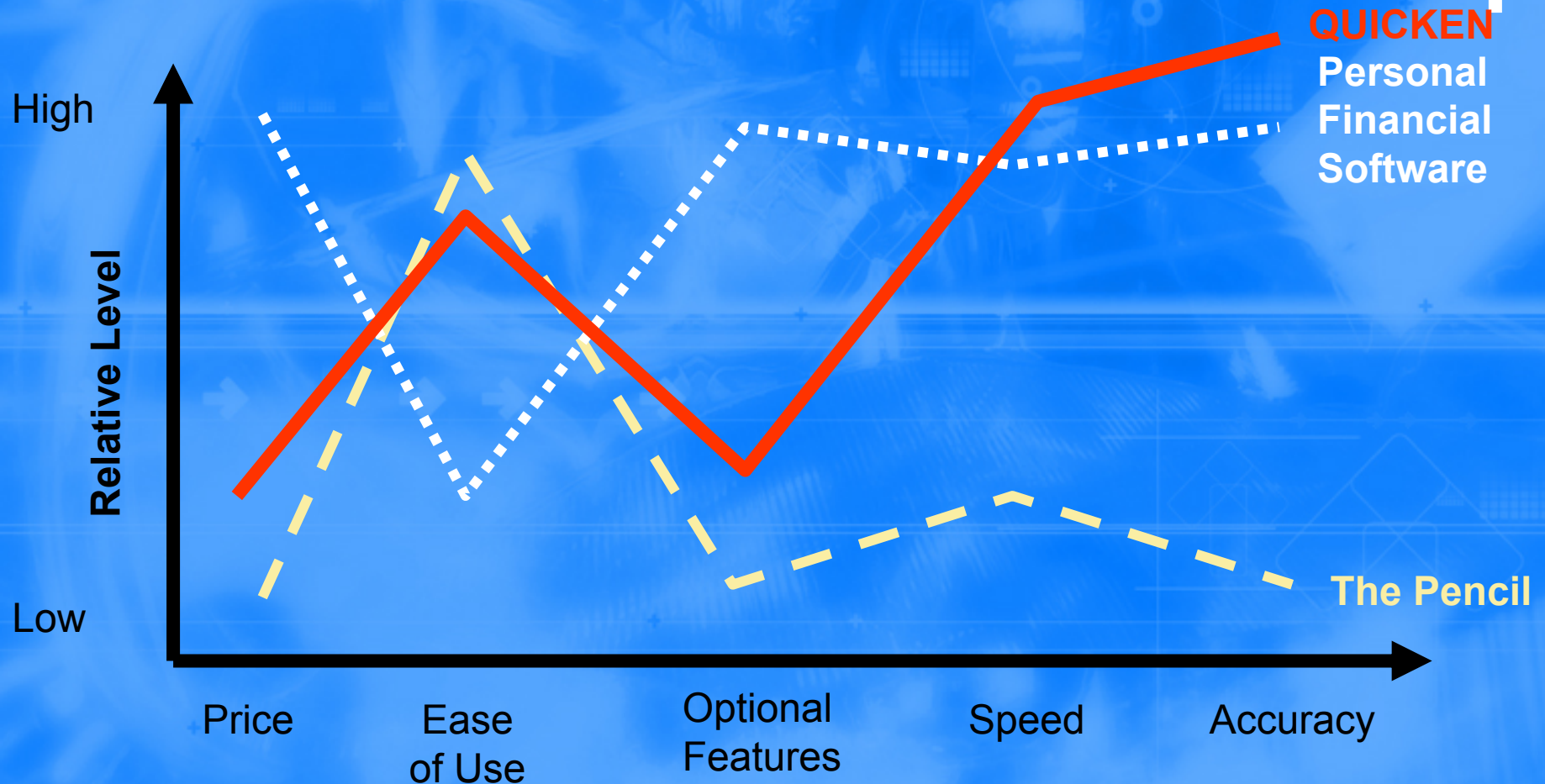
Red Ocean Strategy



Blue Ocean Strategy



Value Curve

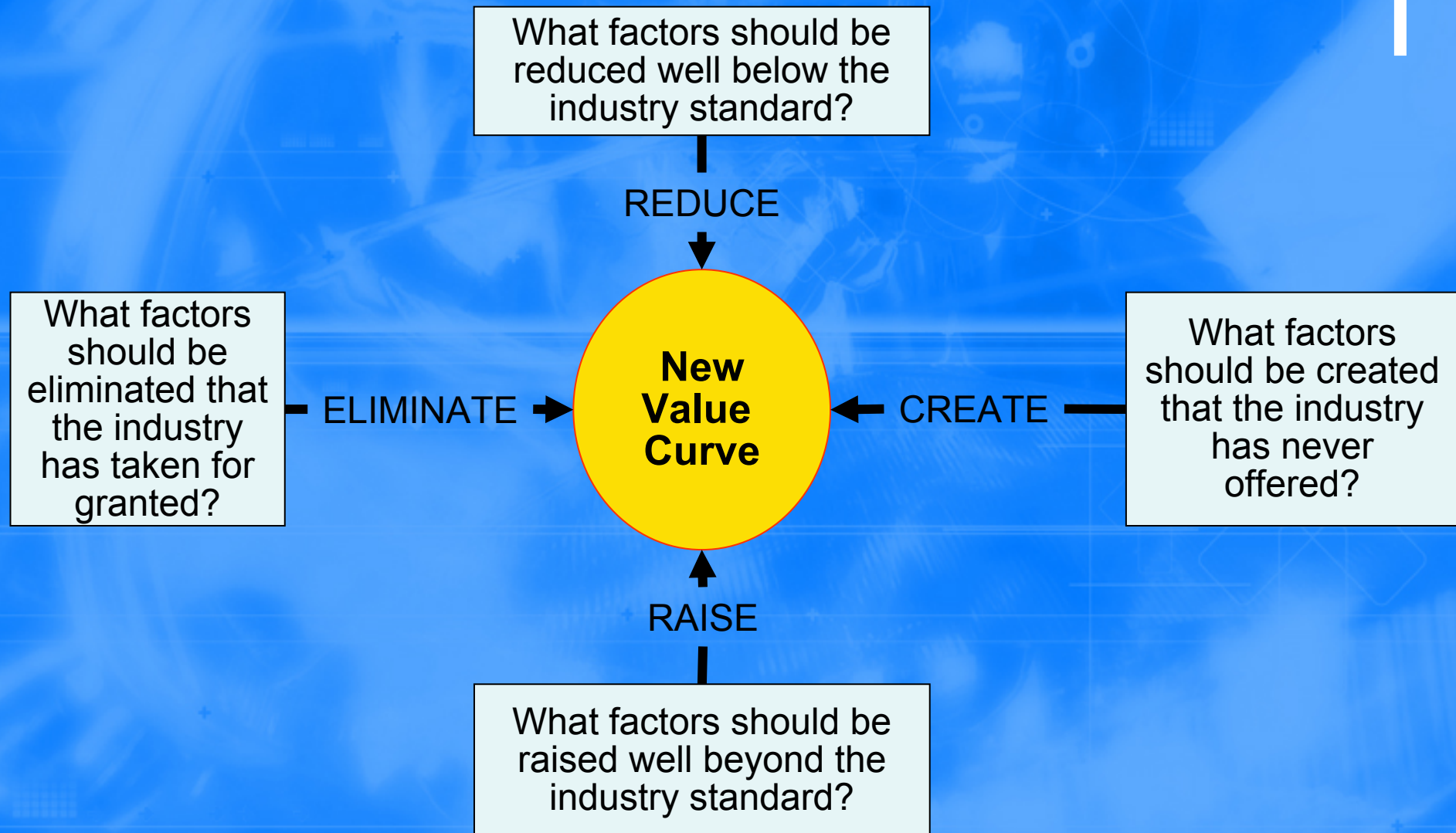


Key Elements of Product, Service and Delivery

Kim and Mauborgne, 1999



Discovering New Value Curve



Kim and Mauborgne, 1999



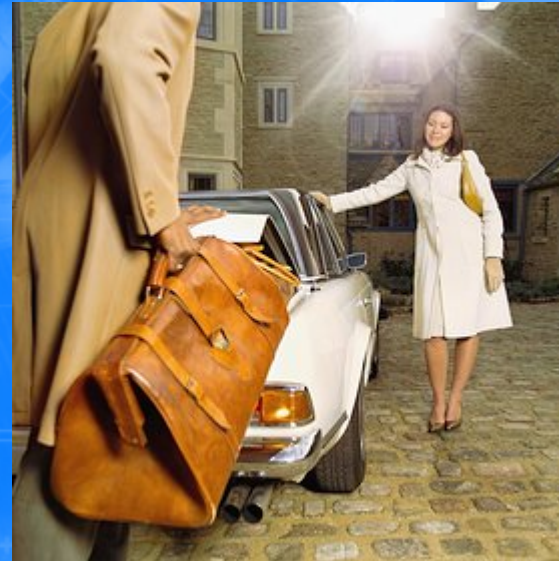
The Buyer Utility Map

	1 Purchase	2 Delivery	3 Use	4 Supplements	5 Maintenance	6 Disposal
Customer Productivity						
Simplicity						
Convenience						
Risk						
Fun and Image						
Environmental Friendliness						



Value Concepts

- Real Value
- Perceived Value
- Entry Value
- Context Value
- Synergy Value
- Security Value
- Attractiveness Value
- Fashion Value
- Function Value
- Easyness Value



De bono, 1996



Nature of Values

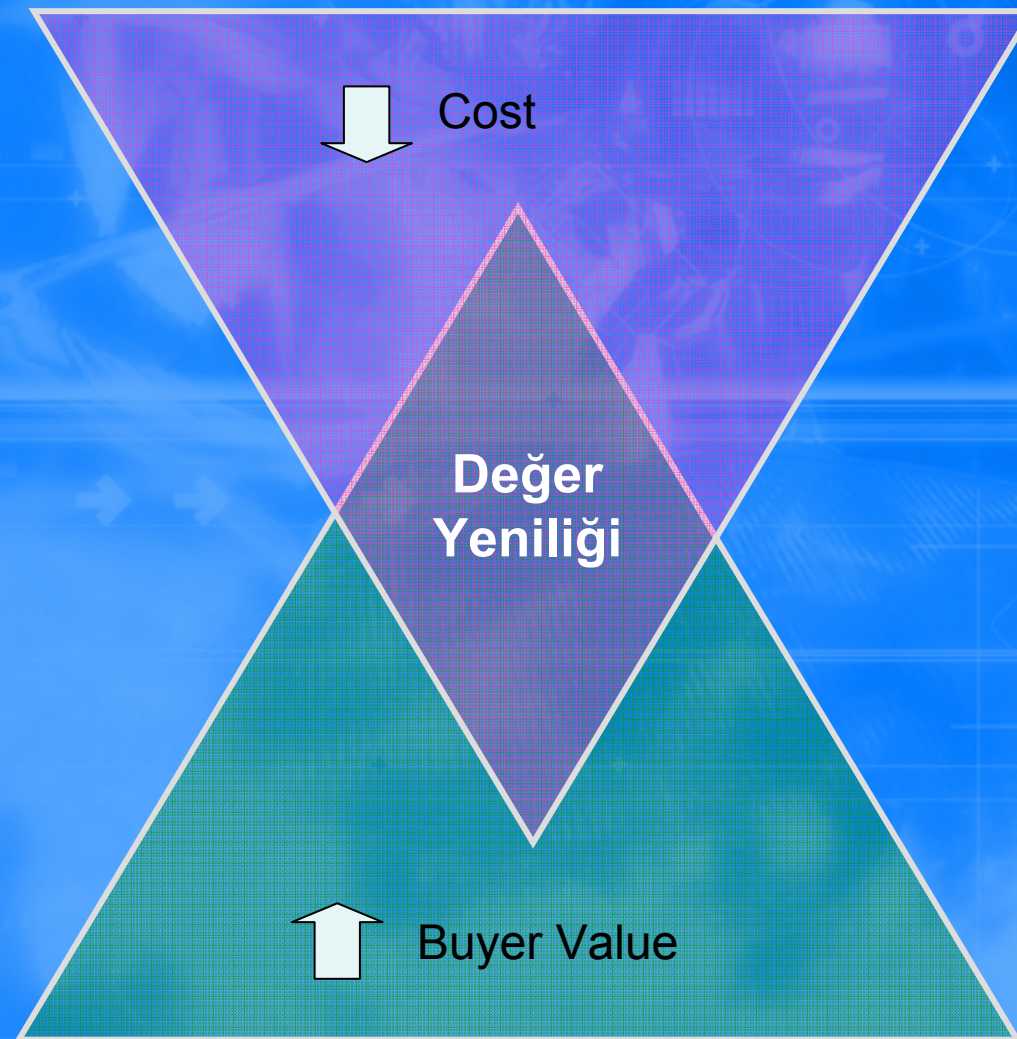
- Mixed Values
- Focused Values
- Side Values



De bono, 1996



Value Innovation



Customer Value

■ UNARTICULATED NEEDS



Good music



Mobility



**Unarticulated need of
Personal music systems**

Johnston ve Bate, 2003

