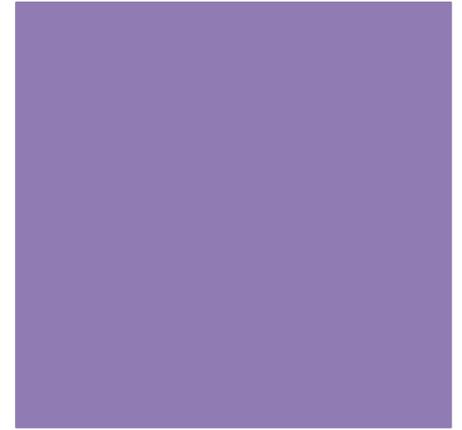




Creativity

Unit 1.6: How to develop a process for organisational creativity



+ Organisational creativity

This unit is introduction to organisational creativity. Now that you understand the process by which individuals solve problems and generate other ideas, it is time to think about how to apply that to your business. This unit will help you learn about how facilitation of generation of ideas, their selection, improvement and application in your organisation.

Aims:

- Understand the process of organisational creativity in order to be innovative SME

Learning Outcomes of the unit:

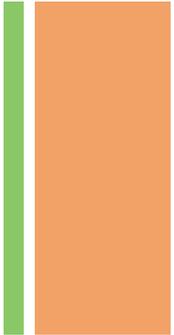
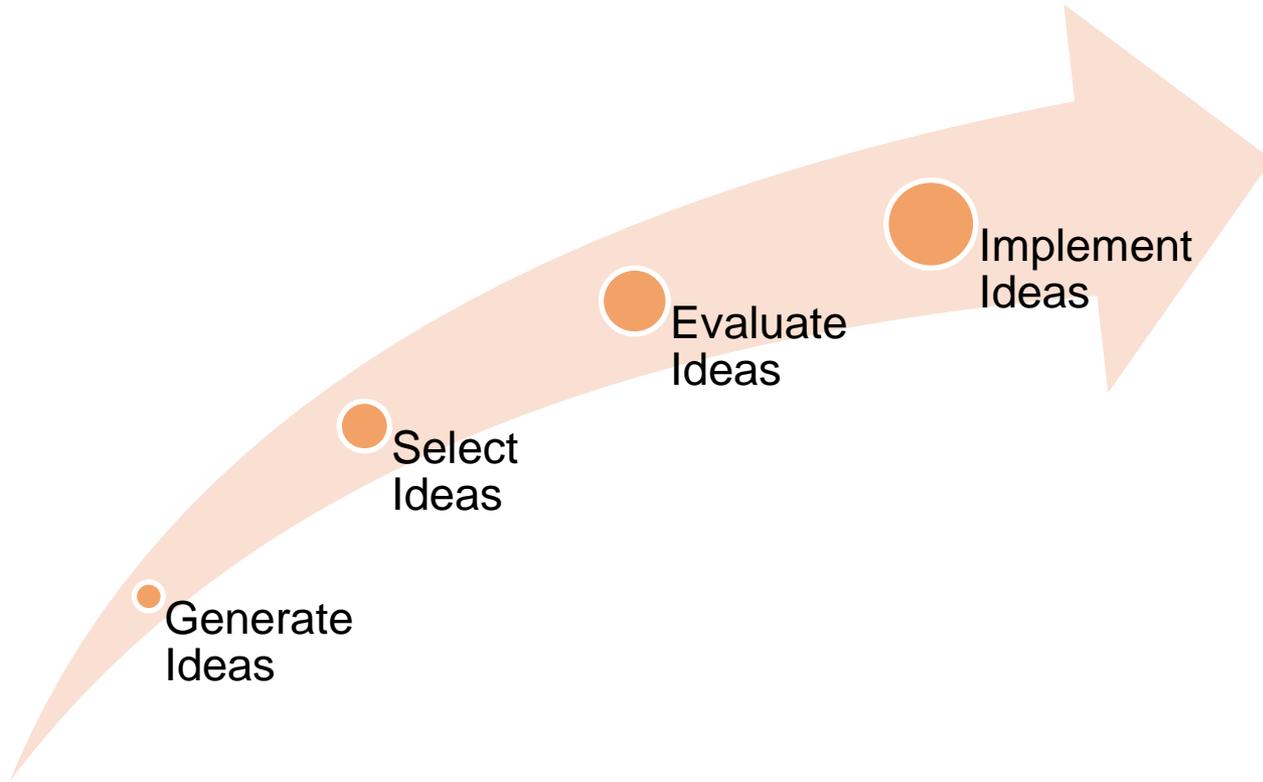
- The learner should know the process of organisational creativity
- The learner should use and apply practical tools and templates
- Ability to enhance and support creativity at organisations





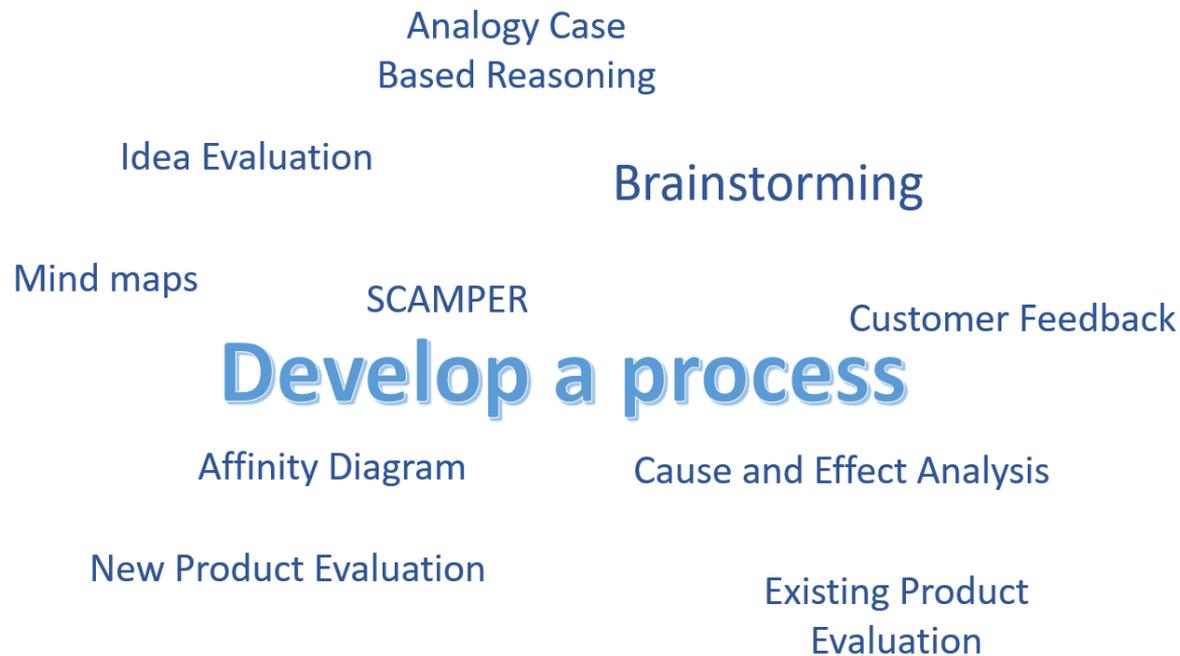
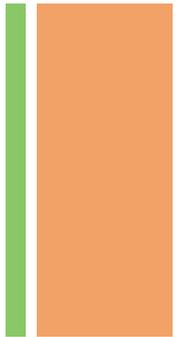
What is the process of organisational creativity?

Four steps of Organisational Creativity





There are various techniques that could be used but the key success factor is to apply them in a very structured and guided way





Within an innovative company each employee is an innovator!

Creativity within the organisation is built and developed upon everyone's individual skills, abilities and knowledge

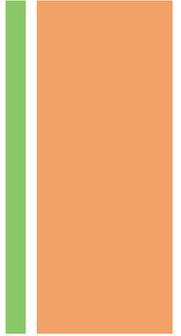
- ➔ **Experiment and create** innovative concepts, not individual ideas
- ➔ **Various and diverse information sources** – build multidisciplinary teams
- ➔ There is always someone who acts as a **creative agent** – “**Idea King**”

HOWEVER

Strategy requires a clearly **defined box**, and the management requires from you to only play in your own box – very common situation that prevents innovation



Within an innovative company each employee is an innovator?



⇒ Think what-if and what's-next, while working on ongoing projects and goals.



WHAT ARE THE MAIN CHALLENGES YOU FACE WHEN YOU TRY TO “GET OUTSIDE THE BOX”? – is there a process that can’t be changed; are there any strict regulations and corporate culture or it is a management issue? What is our industry and sector – is it changing fast or it is traditional and change is not required?



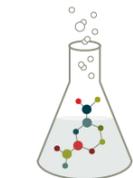
Creativity is managed and encouraged at all levels, starting from the teams

④ PARTNERSHIPS

③ MANAGEMENT



② ORGANIZATION



① TEAM

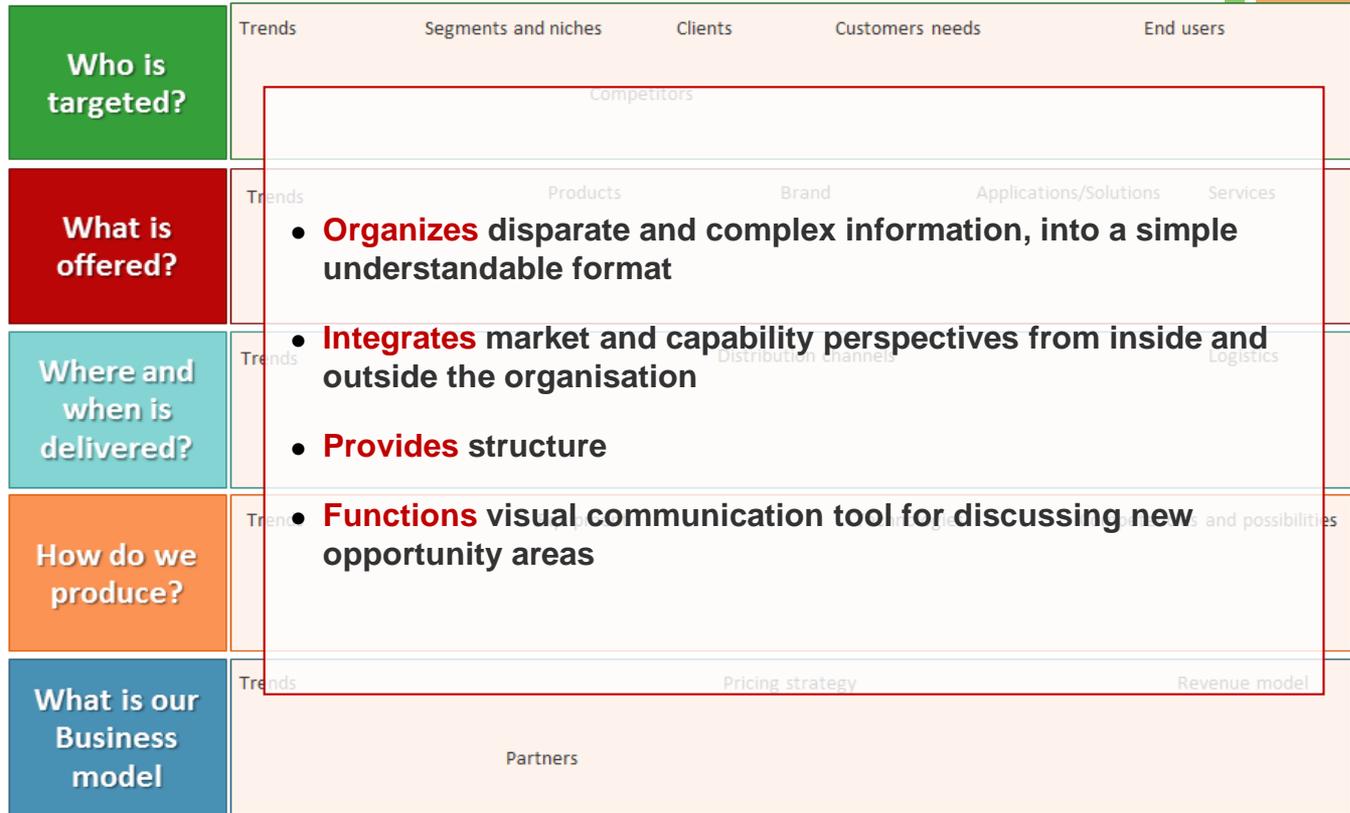




Creativity techniques and tools

What is Business opportunity map/canvas?

- Customers
- Clients
- Employees
- Experts
- Competitors
- Partners & suppliers
- Related industries
- Other industries & markets
- Governments & regulations





Creativity techniques and tools

What is Business opportunity map/canvas?

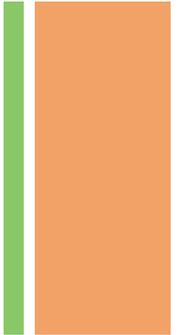
The main objective of the BOM is to guide the generation of new business ideas and then further develop them into concepts consisting of five elements:

- **Market** – we list all ideas around the key subelements: target groups, needs, behaviours, competitors, clients, customers, niches and segments.
- **Offering** – all products, services, experience, brands, bundles, etc.
- **Delivery** – we list all ideas related to logistics here: seasonality, online/offline channels, distribution models, etc.
- **Production** – technologies, assets, know-how, materials, elements for production of the products/services, HR, etc.
- **Business model** – all ideas related to costs, partners, revenue streams are listed here.

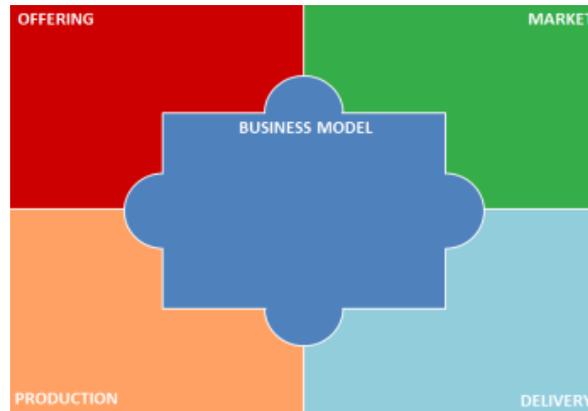


Creativity techniques and tools

What is Business opportunity map/canvas?



Once all fields of the BOM are filled with clusters/groups of common ideas we start “**connecting the dots**”. All ideas in the fields are reviewed and based on them we can generate concepts choosing one or two ideas of the **market, offering, delivery, production, business model**.



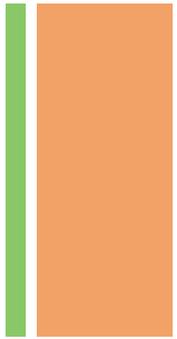
+ Selection and evaluation of ideas

Prioritisation of innovation concepts

- When the team develops robust and well-defined creative concepts for new business opportunities it becomes much easier to evaluate and select them.
- It helps ask the right questions and use metrics to cover all key business aspects: finances, resources, people, etc.:
 - *How “insightful and exciting” in terms of emerging trends internally and externally?*
 - *How “significant and meaningful” in terms of impact on customer purchase behaviour and potential size/scale?*
 - *How “leverageable and differentiated” in terms of company's assets and capabilities?*
 - *How “winnable and sustainable” in terms of the potential investment requirements and business model?*
 - *Does it cover various scenarios?*



You could use the FIT-ATTRACTIVENESS matrix



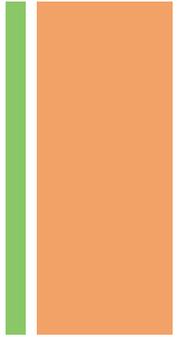
- 1 Concept 1
- 2 Concept 2
- 3 Concept 3
- 4 Concept 4
- 5 Concept 5

- Relative Size of Prize (Addressable Market)
- Options it Provides
- Reward / Risk
- Other?

- We can produce it ourselves or in partnership . It fits our strategy
- We have the resources



You need people or systems (or some combination) that have responsibility for gathering *and* assessing ideas.



People-oriented example:

A company may task large cross sections to be on the lookout for new ideas and emerging or disruptive trends in the business environment. Teams or individuals are then in place who are specifically accountable for sourcing and managing emerging trends in their fields of endeavor.

Eventually, these teams or individuals assess these insights and decide whether or not they should be terminated, undergo more testing, or should enter the pipeline of new offerings or product development.

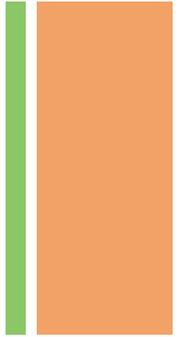


<https://ixl-center.com/index.php/2018/10/17/bringing-big-ideas-in-the-market/>





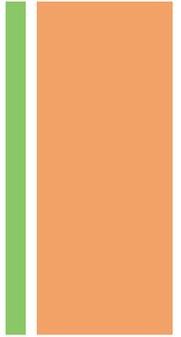
You need people or systems (or some combination) that have responsibility for gathering *and* assessing ideas.



Systems-oriented example:

To start generating insights, you can hold workshops and ideation events, invite online submissions and talk to customers. In processing these new insights, you should cross-reference them with existing and past efforts. By doing this you can avoid reinventing the wheel by eliminating “new” insights that have already been assessed. You can also find current innovation efforts that might be given an extra boost of energy by a connection to a new insight.

+ Video



[The art of innovation](#), Guy Kawasaki, TEDxBerkeley

+ Learning Aids

- Jonash, R., Sommerlatte, T., The Innovation Premium, Arthur D. Little Inc, 2009
- What innovation processes and tools are key to institutionalize innovation across all parts of your organization?, Volume II, Issue 5 November 20, 2018, <https://ixl-center.com/index.php/2018/11/20/innovation-process-tools/>
- Christensen, C., The innovator's DNA, Harvard Business Review press, 2011
- Christensen, C.; Overdorf, Michael (March–April 2000), "Meeting the challenge of disruptive change", Harvard Business Review.
- Christensen, C., The innovator's dilemma: when new technologies cause great firms to fail, HBS press, 1997.

Unit Review

This unit describes the organisational creativity process and presents the four main steps.

It presents some practical business tools and templates to help the learner achieve higher productivity in terms of creativity across organisations of different type.

