



ĐƠN GIẢN LÀ KHÁC BIỆT

Chapter 04 CREATIVITY AND THE PRODUCT CONCEPT

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CHAPTER 04 OVERVIEW

- 4.1. Prepare for Ideation
- 4.2. The Product Concept
- 4.3. Methods for Generating Product Concepts
- 4.4. Sources of Ready-Made New Product Concepts

4.1. Prepare for Ideation

- The Product Innovation Charter (PIC)
- Finding the Right People
- Management's Role in Creativity
- Activities to Encourage Creativity
- Special Rewards
- The Removal of Roadblocks



4.1. Prepare for Ideation

❖ Genius Thinking Strategies:

- Find many different ways to look at a problem.
- Make their thoughts visible.
- Produce.
- Make novel combinations.
- Force relationships.
- Think in opposites.
- Think metaphorically.
- Prepare themselves for chance.

Source: Michael Michalko, "Thinking Like a Genius," *The Futurist*, May 1998, pp. 21-25.



4.1. Prepare for Ideation

❖ Obstacles to Idea Generation:

- Group think
- Targeting error
- Poor customer knowledge
- Complexity
- Lack of empathy
- Too many cooks



Source: Jerry W. Thomas, "In Tough Times, "Hyper-Creatives" Provide an Advantage," *Visions*, 33(3), October 2009, 24-26.



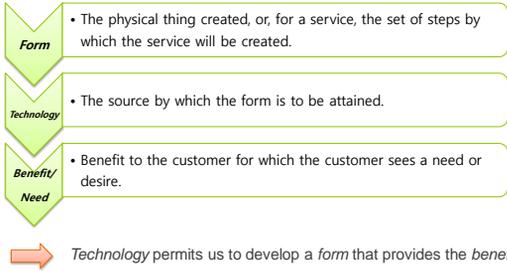
4.1. Prepare for Ideation

❖ Barriers to Firm Creativity:

- **Cross-functional diversity:** Diversity leads to more creative stimulation but also to problem solving difficulties.
- **Allegiance to functional areas:** Team members need to have a stake in the team's success, or won't be loyal to the team.
- **Social cohesion:** If interpersonal ties among team members are too strong, candid debate may not occur, resulting in less innovative ideas.
- **Role of top management:** Management should encourage the teams to be adventurous, otherwise only incremental changes will occur.

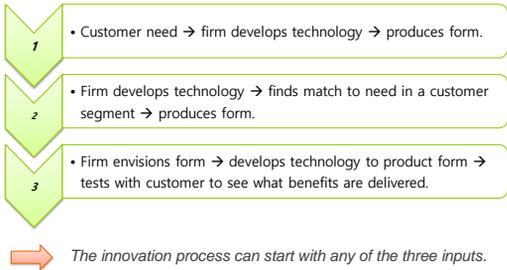
4.2. The Product Concept

4.2.1. Required Inputs to the Creation Process



4.2. The Product Concept

4.2.2. Some Patterns in Concept Generation



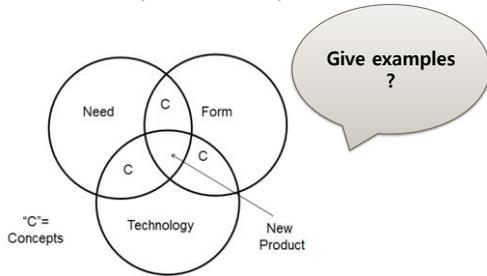
4.2. The Product Concept

4.2.2. What is a product concept?

- ❖ A product concept is a verbal or prototype statement of what is going to be changed *and* how the customer stands to gain or lose.
- ❖ Rule: You need *at least two* of the three inputs to have a feasible new product concept, and *all three* to have a new product.

4.2. The Product Concept

4.2.2. What is a product concept?



4.2. The Product Concept

4.2.2. What is a product concept?



4.3. Methods for Generating Product Concepts

Two Broad Categories of Methods:



4.4. Sources of Ready-Made New Product Concepts

4.4.1. Best Sources of Ready-Made New Product Concepts

- ❖ New Products Employees:
 - Technical: R&D, engineering, design
 - Marketing and manufacturing
- ❖ End Users: Lead Users
- ❖ Resellers, Suppliers, Vendors
- ❖ Competitors
- ❖ The Invention Industry (investors, etc.)
- ❖ Idea exploration firms and consulting engineers

4.4. Sources of Ready-Made New Product Concepts

4.4.1. Best Sources of Ready-Made New Product Concepts

- ❖ Miscellaneous Categories:
 - Consultants
 - Advertising agencies
 - Marketing research firms
 - Retired product specialists
 - Industrial designers
 - Other manufacturers
 - Universities
 - Research laboratories
 - Governments
 - Printed sources
 - International
 - Internet

4.4. Sources of Ready-Made New Product Concepts

4.4.2. Toolkits & Crowdsourcing

- ❖ **Toolkits:**
 - A set of design tools that customers can use to customize a product best suited to them.
 - Can incorporate CAD/CAM or rapid prototyping.
 - Product configurators are a kind of user toolkit.
- ❖ **Crowdsourcing:**
 - Open idea solicitation from customers.

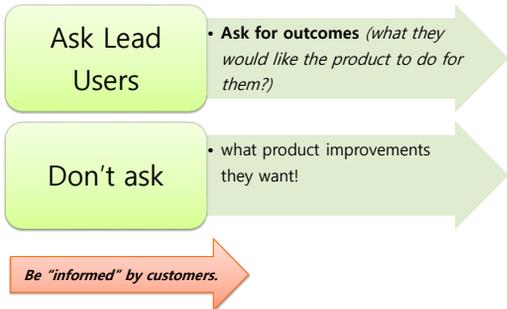
4.4. Sources of Ready-Made New Product Concepts

4.4.3. Lead Users

- An important source of new product ideas.
- Customers associated with a significant current trend.
- They have the best understanding of the problem
- In many cases, have already begun to solve their own problems, or can work with product developers to anticipate the next problem in the future.

4.4. Sources of Ready-Made New Product Concepts

4.4.3. Lead Users



4.4. Sources of Ready-Made New Product Concepts

4.4.4. Open Innovation

- The process by which a firm searches for research, innovation, technologies, and products.
- Increases speed of research and innovation, cuts risks, and generates new innovative ideas.
- Viewed by some as the dominant innovation model of the 21st century.
- Inputs can come from internal sources (marketing, strategic planning) and external ones (customers, market information, etc.).
- Sources such as inventors, startup companies, or university laboratories are actively sought out.

4.4. Sources of Ready-Made New Product Concepts

4.4.4. Open Innovation

❖ Principles of Open Innovation:

- Not all the smart people work for us
- Is both in- and out-bound
- It is not outsourcing!
- Selecting the best partners is critical, and mutual trust is important.

4.4. Sources of Ready-Made New Product Concepts

4.4.4. Open Innovation

❖ Advantages and Risks of Open Innovation:



ADVANTAGES

- Importing new ideas multiplies innovation building blocks.
- Exporting ideas raises cash.
- Exporting signals true worth of an innovation.
- Exporting clarifies core business.



RISK

- Deal is not structured in a way that captures the financial value of your innovation
- Proprietary secrets can be lost to a partner, even inadvertently.
- Theft of technology, or poaching of top researchers, is a concern.

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The End

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