

Inside the Entrepreneurial Mind: From Ideas to Reality



Creativity and Innovation

Creativity – the ability to develop new ideas and to discover new ways of looking at problems and opportunities; *thinking* new things.

Innovation – the ability to apply creative solutions to problems or opportunities to enhance or to enrich people's lives; *doing* new things.



Entrepreneurship

- *Entrepreneurship* – the result of a disciplined, systematic process of applying creativity and innovation to the needs and opportunities in the marketplace.
- Entrepreneurs connect their creative ideas with the purposeful action and structure of a business.

Failure: Just Part of the Creative Process!



- For every 3,000 new product ideas:
 - Four make it to the development stage.
 - Two are actually launched.
 - One becomes a success in the market.
- On average, new products account for 40 percent of companies' sales!!
- Creativity is an important source for building a competitive advantage.

Can We *Learn* to Be Creative?



By overcoming paradigms and by suspending conventional thinking long enough to consider new and different alternatives!

How Creative Are You?

<p>Hundred Chun Hundred Chun Hundred Chun Hundred Chun Hundred</p>	<p>O R H E S W S</p>	<p>Umph Umph Umph Of the Spirit</p>	<p>Grace.</p>
<p>Scholar</p>	<p><u>Stand</u> I</p>	<p>SPR ING</p>	<p>S Media</p>
<p>2 1111 STO CK</p>	<p>THEBLUEFACE</p>	<p>Intensity</p>	<p>S H E E T</p>
<p><u>Objection</u> Ruled</p>	<p>W  E  B</p>	<p>Roll Roll Roy Roy</p>	<p>Tomb of 210,N</p>

How Creative Are You?

Fortune 500	Scattered Showers	Triumph of the Spirit	Grace Period
Rhodes Scholar	I Understand	Spring Break	Media Bias
Two for One Stock Split	Blue in the Face	High Intensity	Spreadsheet
Objection Overruled	Web Links	Rolls Royce	Tomb of Tutankhamen

Right-Brained, Creative Thinkers

- Always ask, “Is there a better way?”
- Challenge custom, routine, and tradition.
- Are reflective.
- Are prolific thinkers.
- Play mental games.



Right-Brained, Creative Thinkers

- Realize that there may be more than one “right” answer.
- See mistakes as pit stops on the way to success.
- See problems as springboards for new ideas.
- Relate seemingly unrelated ideas to a problem.
- Have “helicopter skills.”

Left-Brained or Right-Brained?

- Entrepreneurship requires *both* left-and right-brained thinking.
 - Right-brained thinking draws on *divergent* reasoning, the ability to create a multitude of original, diverse ideas.
 - Left-brained thinking counts on *convergent* reasoning, the ability to evaluate multiple ideas and to choose the the best solution to a problem.

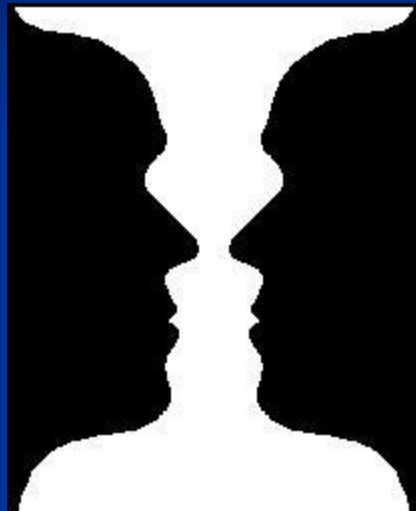


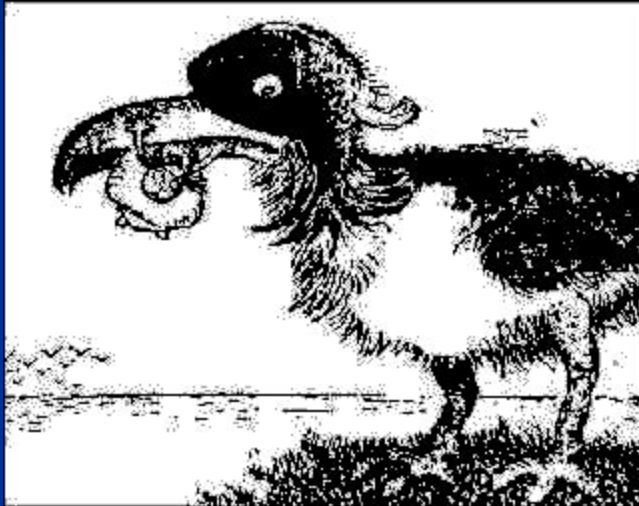
Barriers to Creativity

- Searching for the one “right” answer
- Focusing on “being logical”
- Blindly following the rules
- Constantly being practical
- Viewing play as frivolous













Barriers to Creativity

- Becoming overly specialized
- Avoiding ambiguity
- Fearing looking foolish
- Fearing mistakes and failure
- Believing that “I’m not creative”



Questions to Spur the Imagination

- Is there a new way to do it?
- Can you borrow or adapt it?
- Can you give it a new twist?
- Do you merely need more of the same?
- Less of the same?



Questions to Spur the Imagination

- Is there a substitute?
- Can you rearrange the parts?
- What if you do just the opposite?
- Can you combine ideas?
- Can you put it to other uses?



Questions to Spur the Imagination

- What else could you make from this?
- Are there other markets for it?
- Can you reverse it?
- Can you rearrange it?
- What idea seems impossible, but if executed would revolutionize your business?

Tips for Enhancing Organizational Creativity

- Include creativity as a core company value
- Embrace diversity
- Expect creativity
- Expect and tolerate failure
- Encourage creativity



Tips for Enhancing Organizational Creativity

- Create a change of scenery periodically
- View problems as challenges
- Provide creativity training
- Provide support
- Develop a procedure for capturing ideas



Tips for Enhancing Organizational Creativity

- Talk with customers
- Look for uses for your company's products or services in other markets
- Reward creativity
- Model creative behavior



Tips for Enhancing Individual Creativity

- Allow yourself to be creative
- Give your mind fresh input every day
- Observe the products and services of other companies, especially those in completely different markets
- Recognize the creative power of mistakes

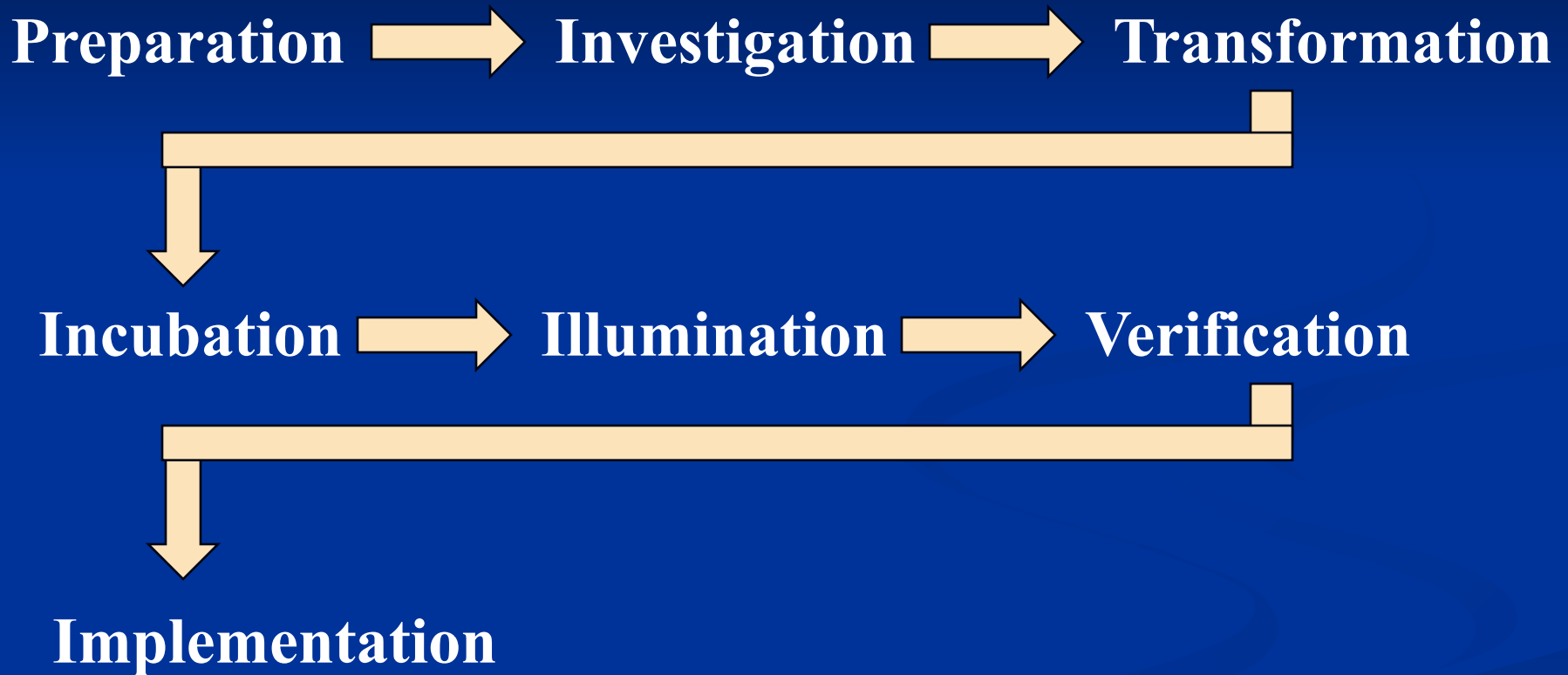


Tips for Enhancing Individual Creativity

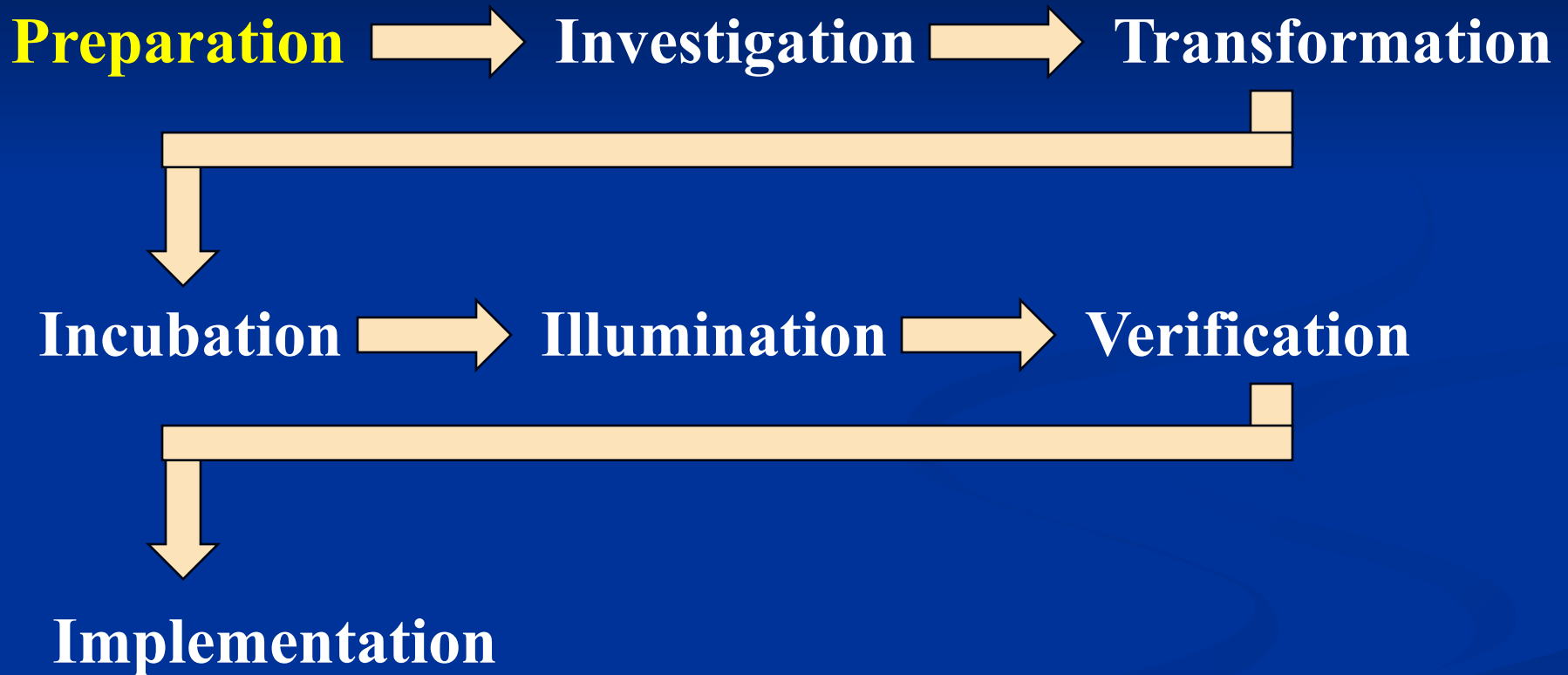
- Keep a journal handy to record your thoughts and ideas
- Listen to other people
- Listen to customers
- Talk to a child
- Keep a toy box in your office
- Read books on stimulating creativity or take a class on creativity
- Take some time off



The Creative Process



The Creative Process



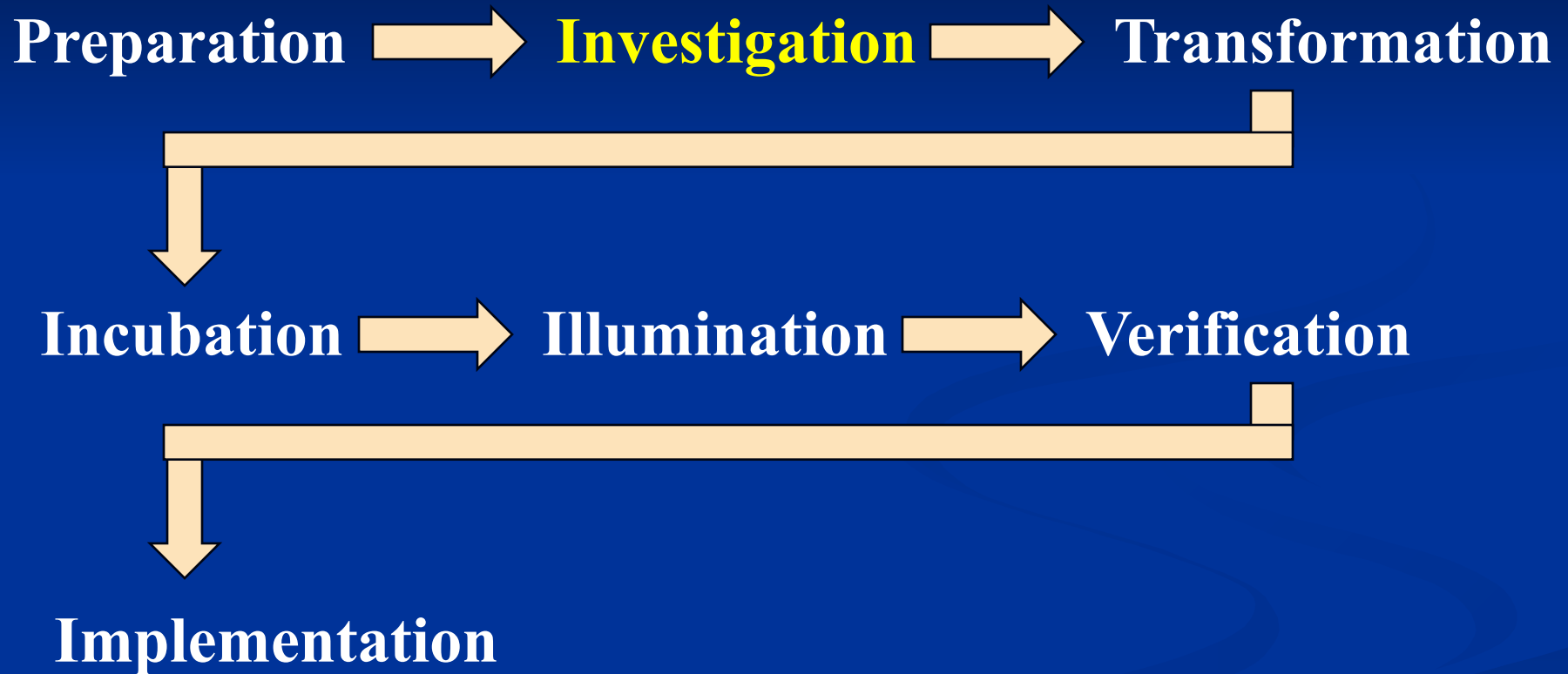
Preparation

- Get your mind ready for creative thinking.
 - Adopt the attitude of a lifelong student.
 - Read ...a lot...and not just in your field of expertise.
 - Clip articles of interest to you and file them.
 - Take time to discuss your ideas with other people.

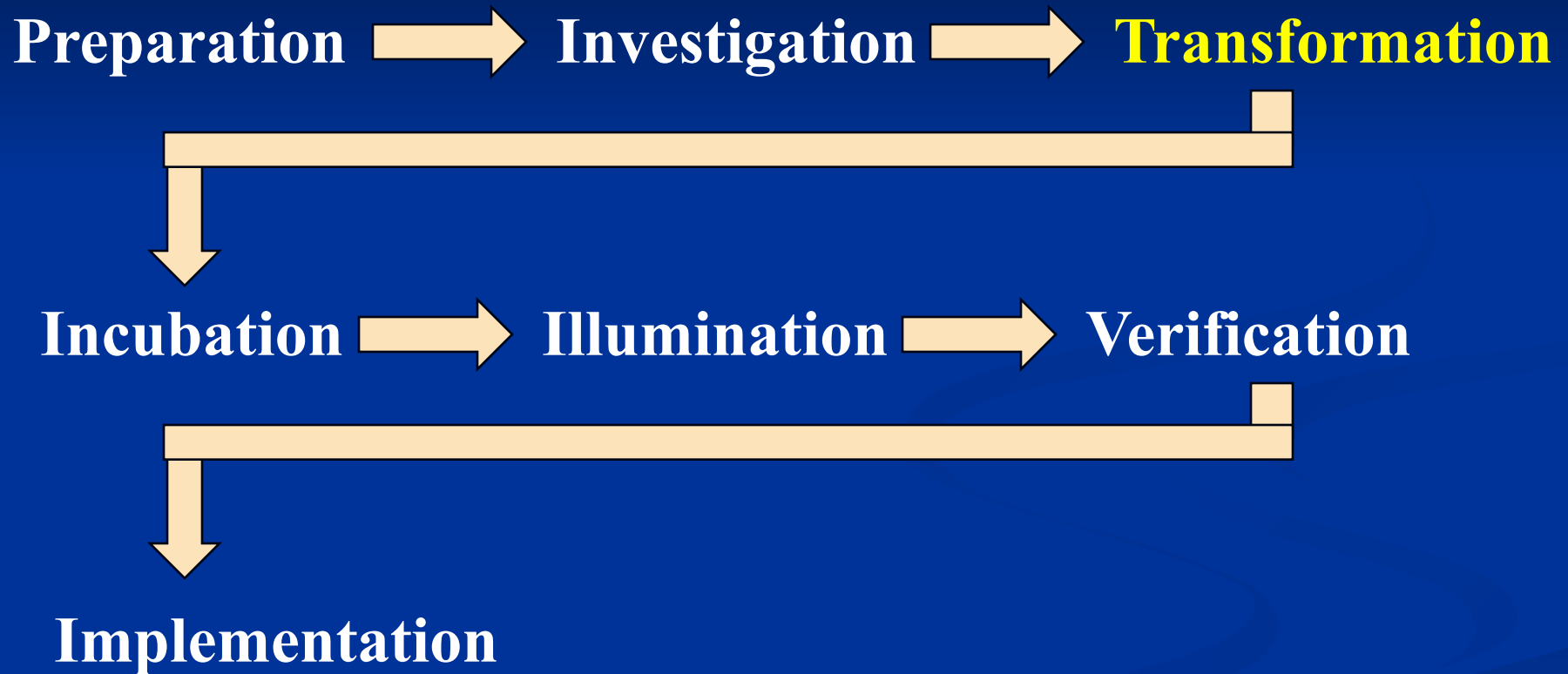
Preparation

- Get your mind ready for creative thinking.
 - Join professional or trade associations and attend their meetings.
 - Study other countries and their cultures and travel.
 - Develop your listening skills.
 - Eliminate creative distractions.

The Creative Process



The Creative Process



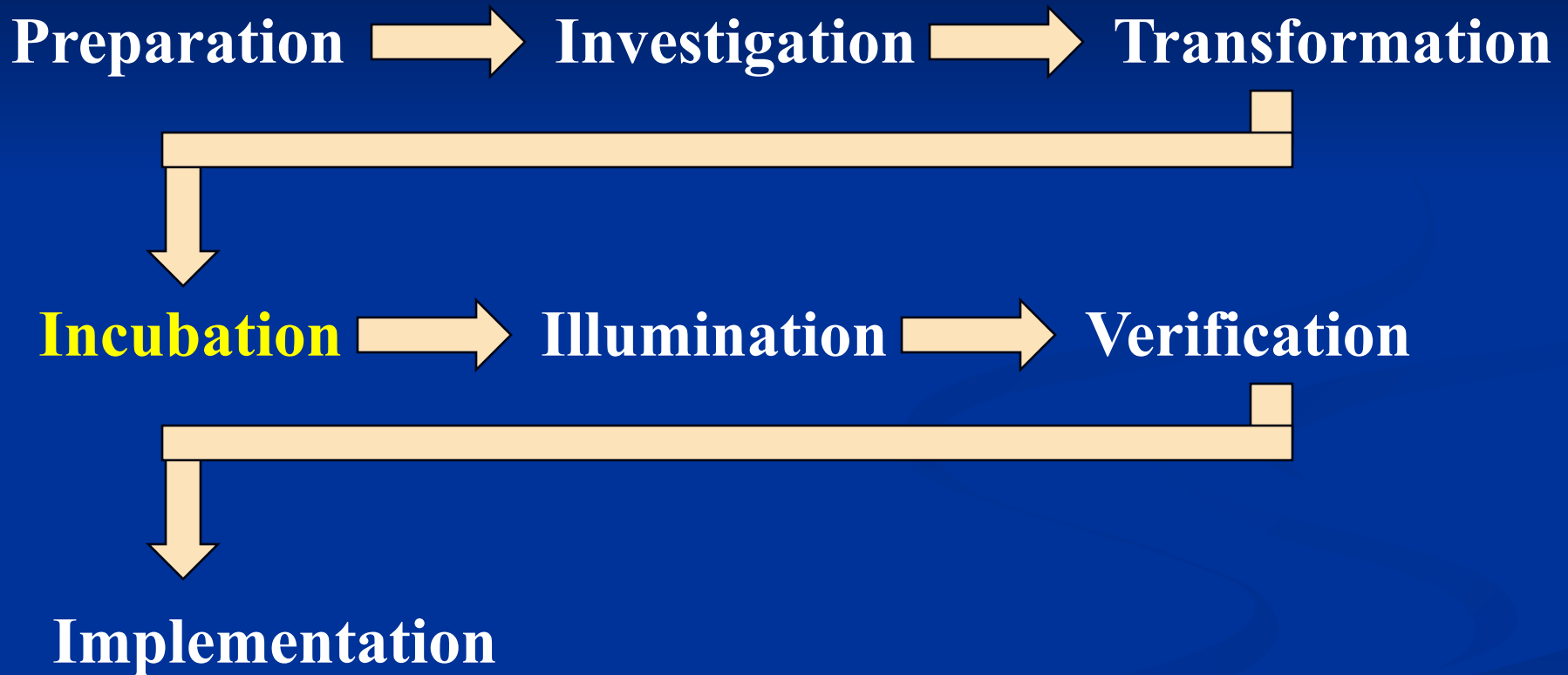
Transformation

- Involves viewing both the similarities and the differences among the information collected.
- Two types of thinking required:
 - *Convergent* – the ability to see the similarities and the connections among various and often diverse data and events.
 - *Divergent* – the ability to see the differences among various data and events.

Transformation

- How can you transform information into purposeful ideas?
 - Grasp the “big picture” by looking for patterns that emerge.
 - Rearrange the elements of the situation.
 - Use synectics, taking two seeming nonsensical ideas and combining them.
 - Remember that several approaches can be successful. If one fails, jump to another.

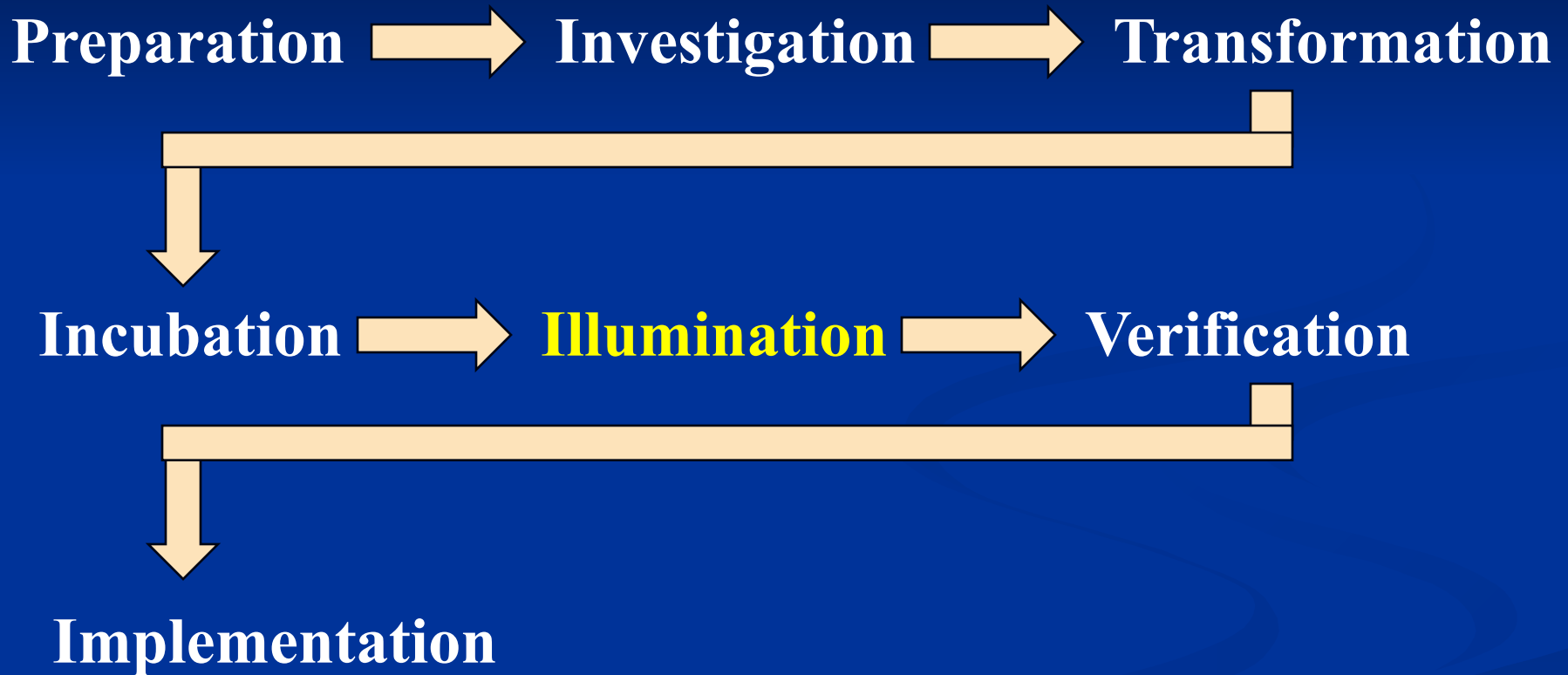
The Creative Process



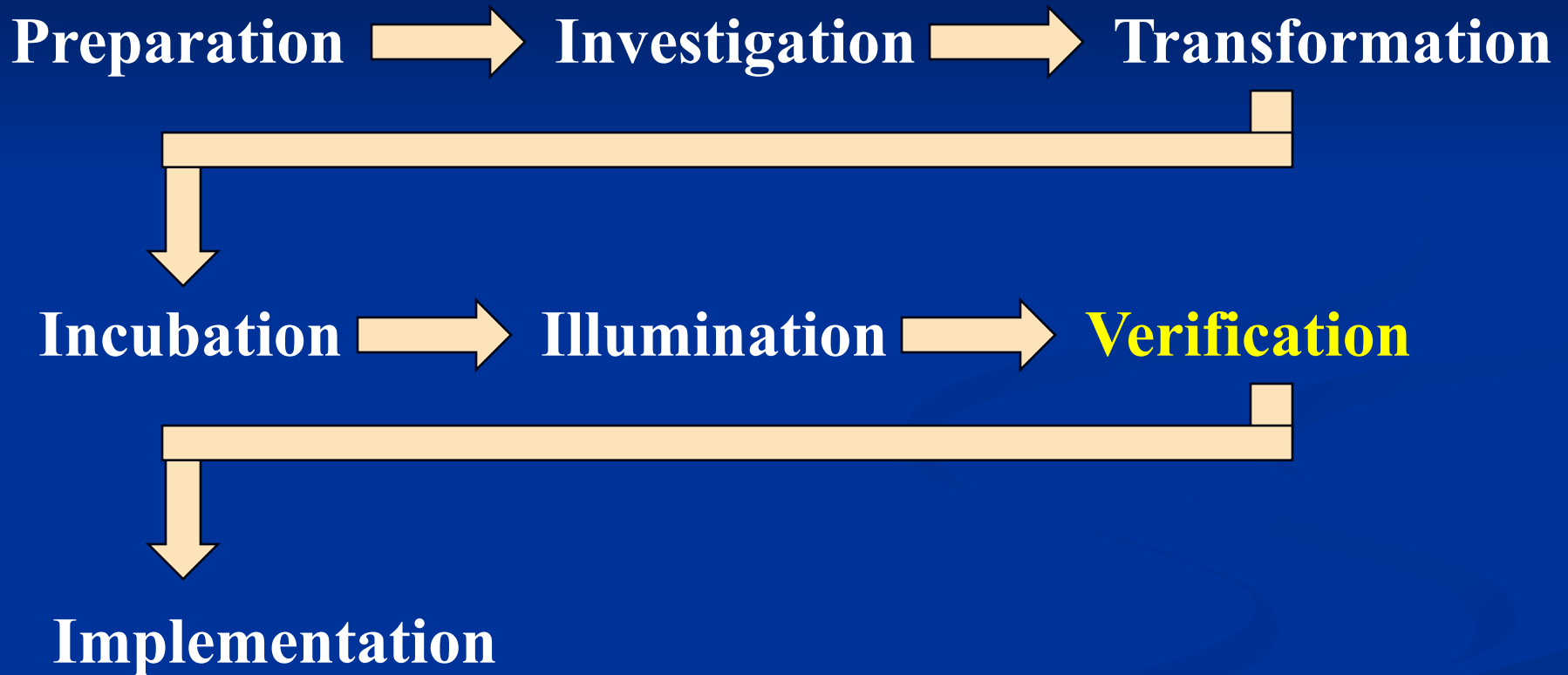
Incubation

- Allow your subconscious to reflect on the information collected.
 - Walk away from the situation.
 - Take the time to daydream.
 - Relax – and play – regularly.
 - Dream about the problem or opportunity.
 - Work on it in a different environment.

The Creative Process



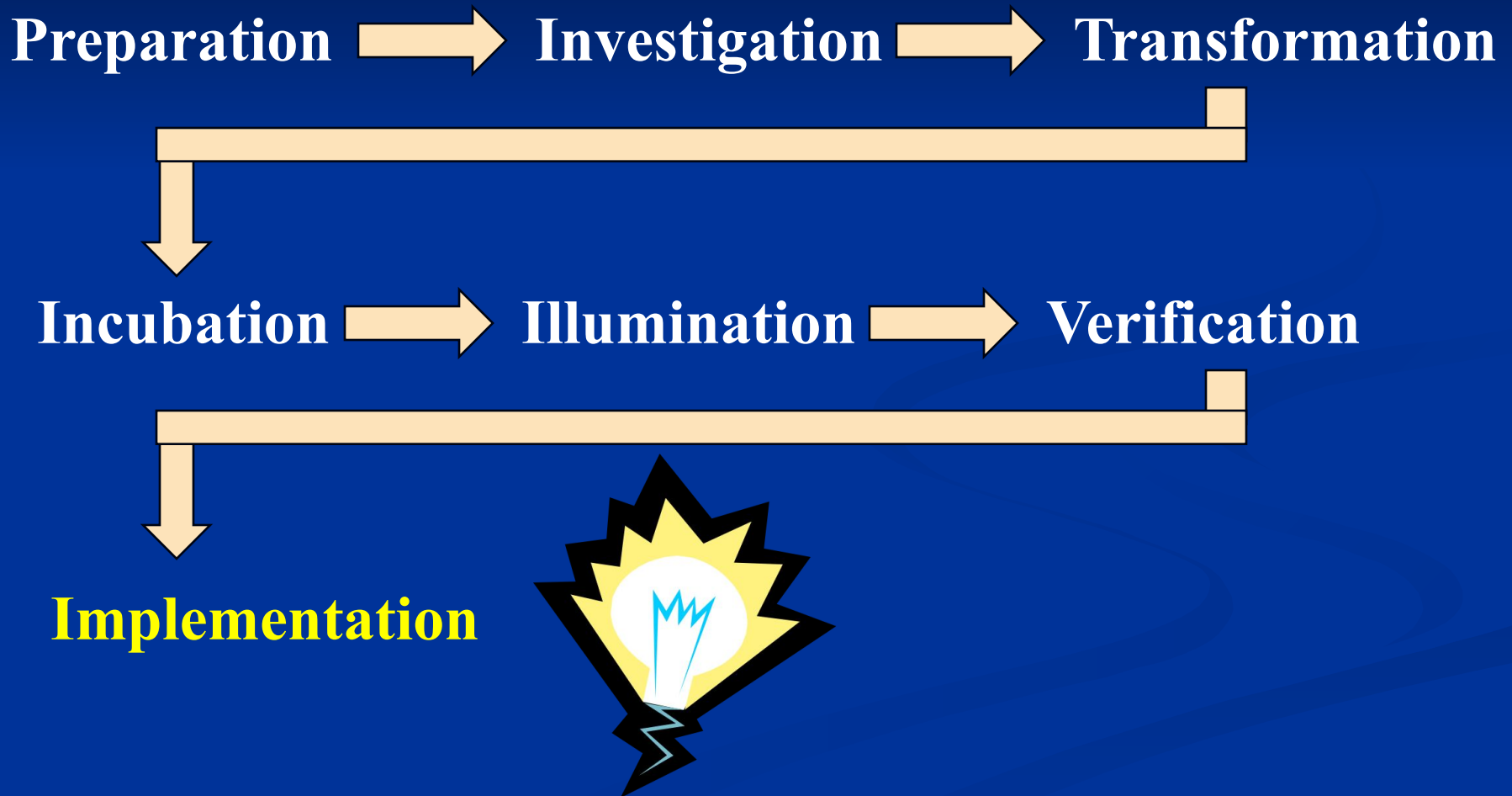
The Creative Process



Verification

- Validate the idea as accurate and useful.
 - Is it *really* a better solution?
 - Will it work?
 - Is there a need for it?
 - If so, what is the best application of this idea in the marketplace?
 - Does this product or service fit into our core competencies?
 - How much will it cost to produce or to provide?
 - Can we sell it at a reasonable price?

The Creative Process



Techniques for Improving the Creative Process

- Brainstorming
 - Goal is to create a large *quantity* of novel and imaginative ideas.

Brainstorming Guidelines

- Keep the group small – “Two pizza rule.”
- Make the group as diverse as possible.
- Company rank is irrelevant.
- Have a well-defined problem, but don’t reveal it ahead of time.
- Limit the session to 40 to 60 minutes.
- Take a field trip.
- Appoint a recorder.



Brainstorming Guidelines

- Use a seating pattern that encourages interaction.
- Throw logic out the window.
- Encourage *all* ideas from the team.
- Shoot for quantity of ideas over quality of ideas.
- Forbid criticism.
- Encourage idea “hitch-hiking.”
- Dare to imagine the unreasonable.



Techniques for Improving the Creative Process

- **Brainstorming**
 - Goal is to create a large *quantity* of novel and imaginative ideas.
- **Mind-mapping**
 - A graphical technique that encourages thinking on both sides of the brain, visually displays relationships among ideas, and improves the ability to see a problem from many sides.



Techniques for Improving the Creative Process

■ TRIZ

- A systematic approach designed to solve any technical problem, whatever its source.
- Relies on 40 principles and left-brained thinking to solve problems.

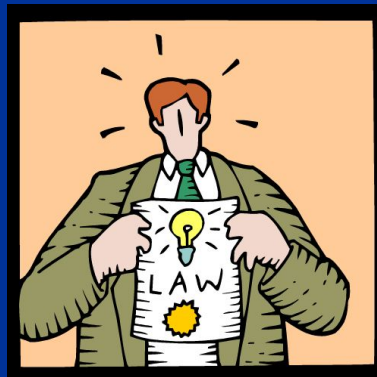
■ Rapid prototyping

- Transforming an idea into an actual model that will point out flaws and lead to design improvements.

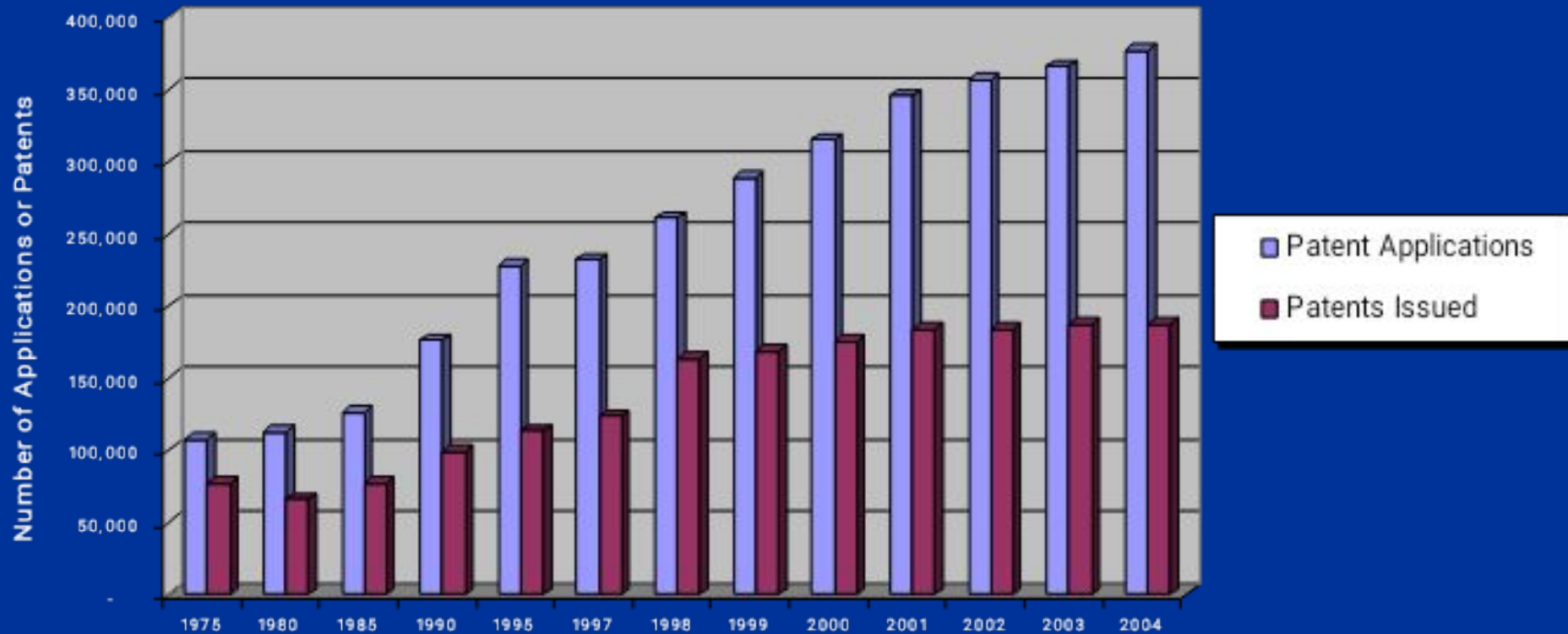


Protecting Your Ideas

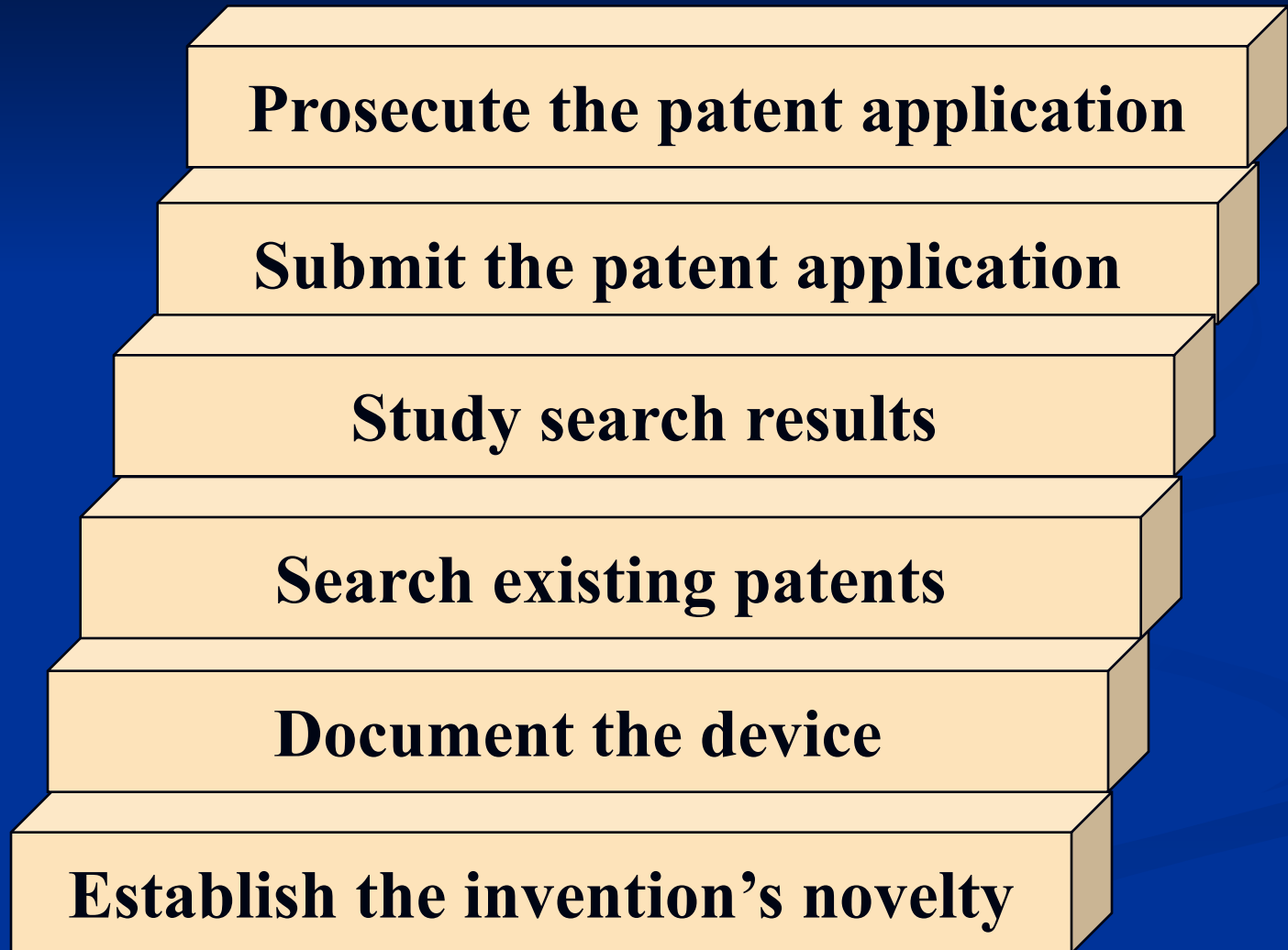
- *Patent* – a grant from the Patent and Trademark Office to the inventor of a product, giving the exclusive right to make, use, or sell the invention for 20 years from the date of filing the patent application.



Number of Patent Applications and Patents Issued



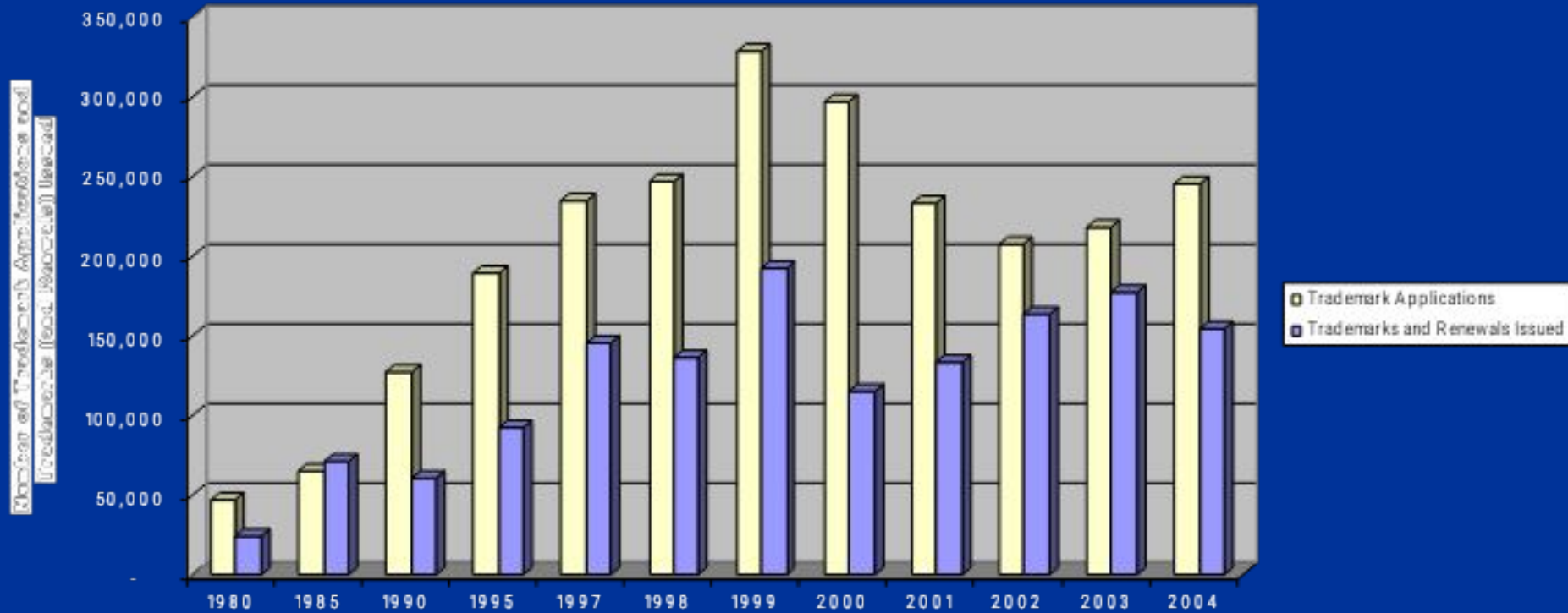
The Steps to a Patent



Protecting Your Ideas

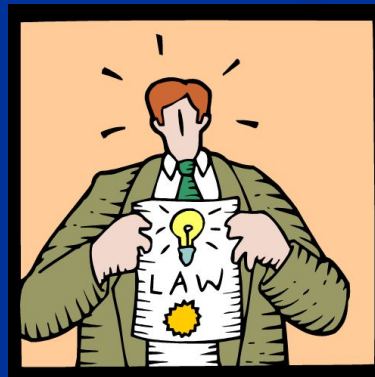
- *Trademark* – any distinctive word, symbol, design, name, logo, slogan, or trade dress a company uses to identify the origin of a product or to distinguish it from other goods on the market.
- *Servicemark* – the same as a trademark except that it identifies the source of a service rather than a product.

Trademark Applications and Trademarks Issued



Protecting Your Ideas

- *Copyright* – an exclusive right that protects the creators of original works of authorship such as literary, dramatic, musical, and artistic works.
- Copyrighted material is denoted by the symbol ©.



Protecting Your Ideas

Type of Protection	What It Covers	Time Required	Cost
Copyright	Works of original authorship	About 2 weeks	About \$30
Trademark	Logos, names, phrases	6 – 12 months	\$900 - \$1,500
Design patent	Look of an original product	Up to 2 years	\$5,000 - \$20,000
Utility patent	How an original product works	2 – 5 years	\$5,000 - \$20,000
Business method patent	A business process	2 – 5 years	\$5,000 - \$20,000

Source: Anne Field, “How to Knock Out Knock Offs,” *Business Week*, March 14, 2005.