

A. Quotes on innovation

The following quotes came up on a search for quotes on innovation in Google. Which do you agree with and which do you disagree with?

1. "When all think alike, then no one is thinking."
Walter Lippmann, (born Sept. 23, 1889, New York City—died Dec. 14, 1974, New York City), American newspaper commentator and author who in a 60-year career made himself one of the most widely respected political columnists in the world.
2. "Capital isn't so important in business. Experience isn't so important. You can get both these things. What is important is ideas. If you have ideas, you have the main asset you need, and there isn't any limit to what you can do with your business and your life."
Harvey Firestone (April 20, 1898 – June 1, 1973) was an American businessman, and chairman of the board of the Firestone Tire and Rubber Company.
3. M. A. Rosanoff: "Mr. Edison, please tell me what laboratory rules you want me to observe."
Edison: "There *ain't* no rules around here. We're trying to accomplish somep'n!"
Thomas Edison (1847-1931)
4. "It's easy to come up with new ideas; the hard part is letting go of what worked for you two years ago, but will soon be out of date."
Roger von Oech (1948-) American speaker, conference organizer, author, and toy-maker whose focus has been on the study of creativity
5. "Without the playing with fantasy no creative work has ever yet come to birth. The debt we owe to the play of imagination is incalculable."
Carl Jung (1875 – 1961)
6. "Innovation— any new idea—by definition will not be accepted at first. It takes repeated attempts, endless demonstrations, monotonous rehearsals before innovation can be accepted and internalized by an organization. This requires *courageous patience*."
Warren Bennis (1925 -) American scholar, organizational consultant and author, widely regarded as a pioneer of the contemporary field of Leadership studies
7. "The uncreative mind can spot wrong answers, but it takes a very creative mind to spot wrong questions."
Anthony Jay (1930 -) English writer, broadcaster and director, famous for the co-authorship, with Jonathan Lynn, of the successful British political comedies Yes Minister and Yes, Prime Minister
7. "Creative thinking is not a talent, it is a skill that can be learnt. It empowers people by adding strength to their natural abilities which improves teamwork, productivity and where appropriate profits."
Edward de Bono (1933 -) Maltese physician, author, inventor and consultant, who coined the term 'lateral thinking'
8. "Don't worry about people stealing your ideas. If your ideas are any good, you'll have to ram them down people's throats."
Howard Aiken (1900 – 1973) pioneer in computing, the original conceptual designer behind IBM's Harvard Mark I computer
9. "If you're not prepared to be wrong, you'll never come up with anything original."
Sir Ken Robinson (1950 -) English author, speaker, and international advisor on education in the arts to government, non-profits
10. "*Creativity* is thinking up new things. *Innovation* is doing new things."
Theodore Levitt (1925 – 2006) German-born, American-raised economist credited with changing the course of marketing to include customer satisfaction
11. Necessity is the mother of invention.
Proverb, sometimes ascribed to Plato

B. Winning strategies in Spain

1. Below is the headline and title of an article taken from *The Economist*, 3 July 2004. What could the relationship between the two be?

The soccer business
The Real deal
 David Beckham meets the Lion King

2. Choose the best meaning for the underlined expression.

1. If someone dismisses your actions, they
 - a) think what you did is not important;
 - b) fire you from your job;
 - c) limit the scope of what you can do.
2. If you secure the services of someone, you
 - a) tie them up;
 - b) hire them;
 - c) make it safe for them.
3. What kind of an animal swoops?
 - a) A spider;
 - b) An eagle;
 - c) A dog.
4. When you pursue something, you
 - a) follow it;
 - b) buy it;
 - c) take it.
5. Mere can mean
 - a) only;
 - b) simple;
 - c) just.
6. A key insight is
 - a) an important idea that helps you understand something;
 - b) part of a lock system that turns when you turn the key;
 - c) a large amount of money.
7. The opposite of revenue is
 - a) income;
 - b) exit;
 - c) expenditure.
8. The past tense of lie is
 - a) laid;
 - b) lied;
 - c) lay.
9. Spin offs
 - a) are merchandise or products related to a main product, but not the product itself;
 - b) is the noise made by the crowd when a goal is scored by the favourite team;
 - c) are companies that manufacture goods and services.
10. Pioneer can be
 - a) a verb meaning 'to introduce something new';
 - b) a noun meaning a person who settles new land;
 - c) a Classifier meaning 'new'.
11. Largely can be
 - a) an adjective meaning 'big';
 - b) an adverb meaning 'mostly';
 - c) an adverb meaning 'widely'.
12. If something is prosaic, it
 - a) is uninspiring;
 - b) generates enthusiasm;
 - c) makes money.
13. Things can be broadcast
 - a) on television;
 - b) on the radio;
 - c) in newspapers.
14. A flaw is
 - a) the idea for an advertisement campaign;
 - b) an imperfection;
 - c) found inside a building.
15. Frailty can be
 - a) a noun meaning 'weakness';
 - b) a verb meaning 'to make a detour';
 - c) a noun meaning 'novelty' or 'newness'.
16. If the value of something takes a dive, it
 - a) multiplies;
 - b) becomes less popular;
 - c) goes down.
17. Below par
 - a) is a golfing expression meaning better than average;
 - b) can mean worse than average;
 - c) is an expression from tennis that describes when the player serves into the net.
18. A person can be outshone by
 - a) someone who performs better;
 - b) the sun;
 - c) the work they do.
19. A curse is
 - a) somewhere you keep your money;
 - b) a spell;
 - c) a rude word

3. Explain a SWOT analysis.

	Positive Factors	Negative factors
Internal	Strengths	Weaknesses
External	Opportunities	Threats

The soccer business

The Real deal

David Beckham meets the Lion King

1. When Florentino Pérez, president of Real Madrid football club, began to buy many of the world's most famous footballers, some observers dismissed his actions as a sign of megalomania. Yet according to a new study by the Harvard Business School (HBS) there was method in Mr Pérez's madness.
5. In 2000, Real broke football's world-transfer record by paying €59.8m (\$56m) to sign Luis Figo of Portugal; the following year the club paid even more, €75.5m, to secure the services of Zinedine Zidane, the star of the French national side; the next year Real Madrid bought Ronaldo, the top scorer in the 2002 World Cup; and the year after that it swooped for David Beckham, England's captain and fashion icon. According to HBS, Real was doing more than simply fulfilling the fantasies of its supporters and owners: it was actually pursuing a well thought-out business strategy – turning itself from a mere soccer team into a global media brand.

15. Real's managers studied how Disney had marketed the film, "The Lion King". Their key insight was that selling tickets to the movie was not the main source of revenue; the big money lay in spin-offs and merchandise. Buying a team full of *galacticos* (superstars) was meant to make Real the leading brand in world football, creating new revenue, from sponsorship to shirt sales. The goal was to overtake Manchester United, Mr Beckham's former employer, which became the richest club in world soccer thanks not least to pioneering the idea of turning its team into a media brand. (United recently
20. hired a former Disney executive, Andy Anson, as its commercial director.)

3. What was Perez's strategy for the Real Madrid football team?

Perform a SWOT analysis on it.

Compare your SWOT analysis with information from the rest of the article.

21. Real's strategy has largely worked. Although the latest rankings by Deloitte, an accounting firm, show Real as only the fourth-biggest club in the world by turnover, its management has done well at developing new streams of income. While the biggest source of revenue for Manchester United remains surprisingly prosaic – sales of tickets
25. to matches – Real's commercial revenues now exceed ticket sales and revenue from broadcasting. HBS reports that "marketing revenue was expected to rise from €39m in 2000-01 to €83m in 2003-2004."

30. Yet there may be a small flaw in Real's strategy. Footballers – unlike the cartoon characters of "Lion King" – are human beings, with all the frailty which that implies. For the first time in years, in 2004 Real failed to win any major trophies. And in the current European football championship, the brand value of many of its stars has taken a dive. Raul, captain of Spain and Real, barely got a kick as his country was eliminated. Mr Beckham missed two crucial penalty kicks and played well below par. Mr Zidane could not prevent France's early exit. Indeed, going into the final week of the tournament, Mr
35. Figo of Portugal was the last Real *galactico* left standing. And he was mostly out-shone by Cristiano Ronaldo, a new Portuguese star who plays for – oh curses – Manchester United.

4. Writing (2/3 page)

The article is now almost 10 years old. Discuss and comment on Perez's strategy. How has it stood the test of time?

or

Are football players really worth that much money? Discuss.

C. Winning strategies in India

1. Listen to the presentation to determine the general topic and the main aspects that are talked about.

<http://video.ft.com/62061497001/ISB-Indias-mobile-telephone-market/Management>

2. Complete the spaces with figures.

Hi, I'm Ravi Bapna, associate professor of information systems at the Indian School of Business. I also direct the centre for IT in the networked economy out here and I'm going to be talking to you today about India's red hot mobile telephone industry, a technology that's had a significant social and economic impact on the livelihood of people like the taxi drivers right here behind me.

This is the fastest growing mobile market in the world with _____ subscribers today, adding almost _____ new subscribers every month, and yet the current tele-density or penetration covers only _____ of the population. So the projections are by 2010 we are going to have close to _____ subscribers and that's what really makes it interesting for a large number of global players to come and take a closer look at what's happening in the Indian mobile industry.

There are other interesting aspects – almost _____ of the revenue is actually accrued to the operators in a pre-paid format. So they get the money in before actually the services are used, and in addition to that, it's also a fiercely competitive market. The country is divided into 23 different circles. Each circle has approximately _____ operators, and the result of that is some of the lowest mobile tariffs in the world. And that really has some lessons for other emerging markets out there. Currently the average FT reader would spend probably more on a cup of coffee in a day than what the mobile operators make per month from the average user. So the current average revenue per user is about _____, and interestingly, despite that, the operators have margins upwards of _____, or rather earnings before interest tax, depreciation and amortisation of upwards of _____ per cent to _____ per cent.

3. How does Ravi Bapna explain the paradox of the low average revenue per user but the high margins in the mobile phone industry?

4. As you listen, place the items in the appropriate place of the value chain (overleaf)

5. What changes have been made at the 3 levels of society?

- a. the base of the pyramid;
- b. the service sector;
- c. the high end of society.

6. Complete the gaps.

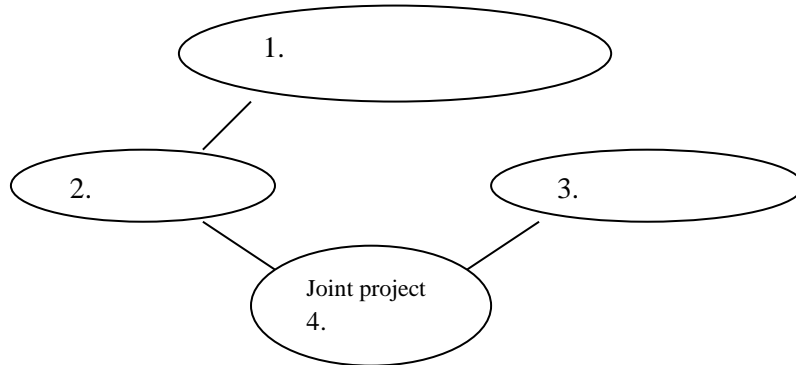
Nokia was here long before the others, before its It currently has 58 per cent of the handset, and the way it's gone about doing its business is it has invested in all aspects of the value chain. So they do in India, they do joint R and D with TI, as already mentioned, in Bangalore. So the low-cost chip is an innovation that actually really powers the sub \$20 phone. They do manufacturing. They have now near Chennai, and really to innovate you have to be close to the customer. I think that's one big lesson we can take from Nokia. They also have So Nokia invested in a large with its India partner, HCO Technologies, and because of that, the Nokia brand is visible all across the country and they have a value proposition at all layers of the pyramid.

Applications
Airtel
Nokia
Siemens
Texas Instruments

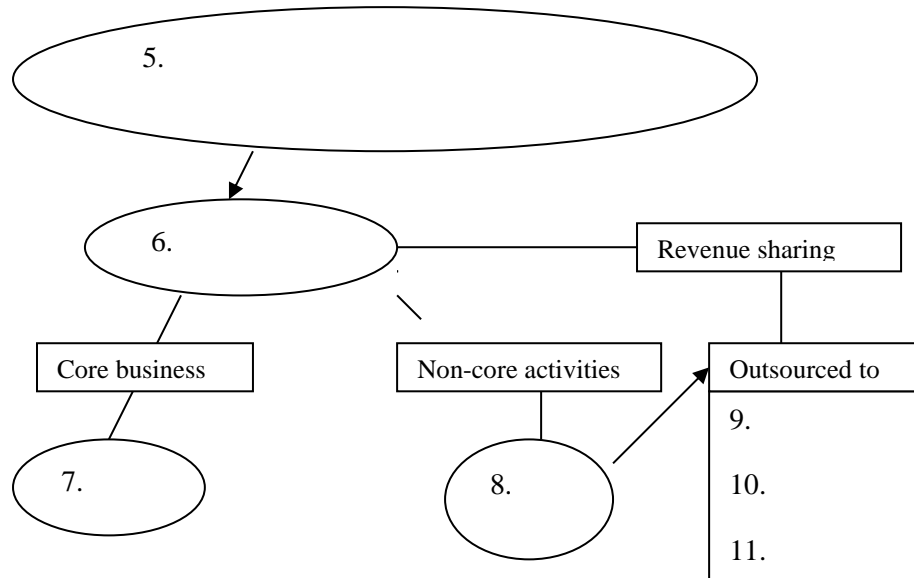
Ericsson
R & D
Operators
Call back ringtones
Chip manufacturers

Customer acquisition
Rural area service provision
Network
Entrepreneurs

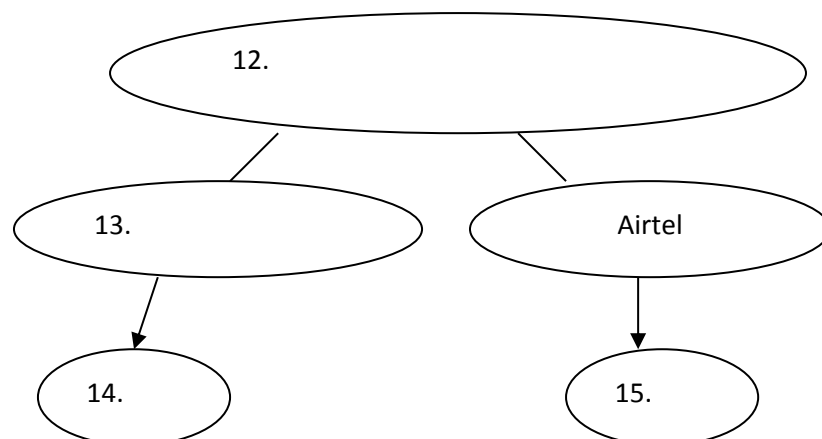
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7. Identify the winning strategies described in the video

- a) for Nokia;
- b) for service workers.

How relevant or applicable are these strategies for the business context of your country?

D. New strategies in advertising

1. What is the goal of Twitter?

2. Adam Bain, Twitter's president of global revenue said this about Twitter: "Twitter is a bridge, not an island. It is a bridge to many things that appear on many screens." What does he mean?

3. Complete the statement with the words in the box.

competitor	goal	link	new	traditional
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Twitter's is to define Twitter not as a to media but rather a to the world of advertising.

4. If you were advising Twitter on acquisitions and partnerships, which companies would you purchase and which would you enter into a partnership with? Explain your decisions.

- MoPub, a mobile technology group that helps marketers target mobile ads across a large network of sites in real time.
- Bluefin Labs, an analytics company that studies consumer trends and habits;
- Trendrr, an analytics company that studies consumer trends and habits;
- Mondelez, the maker of Oreo cookies;
- Turner Networks;
- Starcom MediaVest Group, part of Publicis;
- Nielsen, an analytics company that studies consumer trends and habits;
- CBS Corporation, a mass media company that creates and distributes content across a number of platforms including cable, publishing, radio, local TV, film, outdoor advertising, and interactive and socially responsible media;
- MTV;
- NFL (National Football League, USA).

5. Match each verb (i – x) with a synonym (a – j).

- | | |
|-----------------------------------|--|
| i to dunk | a. to disclose, to announce |
| ii to laud | b. to be so popular that many people want (it) |
| iii to unveil | c. to fine-tune, to adjust |
| iv to create something on the fly | d. to dip (something) in a liquid |
| v to tweak | e. to show that things have changed |
| vi to usher in a new era | f. to be used |
| vii to gain traction | g. to become more common |
| viii to be deployed | h. to take advantage of (something) |
| ix to be highly sought after | i. to praise |
| x to tap (something) | j. to produce something with no preparation time |

6. As a group, you need to rework the information on advertising strategy/strategies from the following article into a visual format, e.g. a flowchart, table or graph. To do this effectively, you will need to develop more general or abstract labels to organise the information efficiently. Your group will then present the rationale behind your analysis to the class.

Each student has 1/3 of the article. Read your section. Take notes on the relevant information for the group task. Use the notes to share the information with your group members. Include a general statement of what your section is about (you will need to generalise), before giving details.

Automated ads home in on the individual. (part 1)

Real-time adverts aim to target people with tailored messages.

Emma Steel *Financial Times* 16 September 2013

The lights went out at the Super Bowl and minutes later Oreo posted a message to Twitter with a picture that said: “You can still dunk in the dark.”

The single tweet generated social media buzz during one of the biggest advertising events of the year and has been lauded as an example of the future of marketing. Twitter, which last week unveiled plans for an initial public offering, has announced acquisitions and partnerships during the past year aimed at preparing the company for this new era. But efforts such as the Super Bowl tweet are only the beginning of a revolution in advertising, says Bonin Bough, vice-president of global media and consumer engagement at Mondelez, the maker of Oreo cookies and Trident chewing gum.

He envisions a future where such an event occurs and within moments the marketer not only posts a culturally relevant message to social media but also buys a television spot and fills it with a commercial created on the fly. Real-time ads simultaneously would appear across a proliferation of screens, from a mobile app to a billboard, with each message personalised to the viewer. Within hours, the marketer could track whether people who saw the ads bought whatever was the product being advertised, and tweak campaigns accordingly.

“It becomes increasingly more difficult to break through consumers’ lives when they are constantly inundated with messaging,” Mr Bough says. “How do you become a part of what is culturally relevant at the moment that it’s in the zeitgeist?”

Automated ads home in on the individual. (part 2)

Real-time adverts aim to target people with tailored messages.

Emma Steel *Financial Times* 16 September 2013

The advertising and technology industries are now trying to build the next generation of automated advertising systems [...]. The ultimate goal is to automatically show the right advertising message to the right person at the right time – no matter whether a person is surfing social media, watching television, checking their mobile phone or walking into a store. That means that high-powered executive shopping for a luxury car would see entirely different marketing messages from a university student who needs to buy shampoo.

Jonathan Nelson, chief executive of Omnicom Digital, says: “This is really, really complex stuff. We are seeing a million opportunities to put a tailored message in front of an individual per second. These new technologies are starting to take off big, and the implications are profound to the business. It really will reinvent media.”

The rise of digital media has already ushered in a new era. Media companies used to wine and dine marketers, selling them advertising time months in advance. Today, so-called programmatic technologies created by actual rocket scientists are being deployed for the selling and buying of ads across a wide range of media. This first started gaining traction a couple of years ago, when so-called online ad exchanged offered by internet companies such as Google allowed marketers to buy cheap ads across thousands of websites rather than negotiate deals directly with publishers. About a fifth of marketing dollars spent on online display ads now pass through such systems, according to eMarketer.

Automated ads home in on the individual. (part 3)

Real-time adverts aim to target people with tailored messages.

Emma Steel *Financial Times* 16 September 2013

Much remains to be proven. While the spending remains a fraction of the total \$516bn global ad business, marketers increasingly are tapping these systems for buying ads on the web, social media, radio, outdoor, digital video and television. Advertising group Interpublic last month said it was working with several media companies to create programmatic systems for buying TV and radio ads. Interpublic expects its clients will spend about half of their ad budgets through automated systems by the end of 2016.

John Wren, chief executive of Omnicom, forecasts that most ads will be bought and sold through technology-driven systems. The new technology places a huge emphasis on building more robust profiles about consumers. The data also help marketers to track the returns on their advertising and connect with consumers after they have purchased a product.

Brian Lesser, chief executive of WPP's Xaxis digital advertising group that has profiles on hundreds of millions of internet users, says: "Advertisers need to stop thinking about the distinction between the actual devices and start thinking about reaching the right audience wherever they may be."

As new technologies extend their tentacles further into the business, several challenges arise. Media companies that used to be able to charge top dollar for their ad inventory face price erosion. Some highly sought after ad inventories, such as commercials during live sporting events, are unlikely to be included in the digital buying systems. Meanwhile, the industry is coming under regulatory scrutiny for privacy issues that arise tied to the vast collection of consumer data.

7. Writing

Compare and contrast the business strategies adopted by Twitter and Nokia. (max 1 page)

E. A case study in personal strategy.

1. Replace each underlined expression with one from the box so that the meaning remains the same.

clash with	an appointment	crunch figures	do a half-assed job
embed teasers	cope with	level	outline
pursue	bump into	wonder	just not get
acknowledge	waylay	intellectual property agreement	

- i. to put in or insert attention getting references to something to make people want to see/have/buy it
- ii. to put forward an objection
- iii. to prepare and analyse data
- iv. to be able to handle/manage increased traffic
- v. to spend time developing [something] in order to realise a marketing campaign
- vi. to request a time to meet for a professional purpose
- vii. to explain the main ideas of a plan
- viii. to accidentally meet someone
- ix. to ask yourself or others
- x. to have violently different opinions from someone
- xi. to stop someone who is going somewhere in order to talk to them
- xii. to not understand
- xiii. to tell someone that you know that they have done something
- xiv. to work out the legal contracts for how a product created by the company can be sold/distributed
- xv. to produce work of poor quality

2. Classify each item in one of the topics: Movies or Marketing division

sequel	theme song	print campaign	attendance	film sales
merchandising		head of distribution		branding plan

3. The case study (available as a powerpoint presentation on Aquila) is adapted from the *Harvard Business Review*. As the story unfolds, consider what you would do in that situation.

4. Discuss the strategies taken by Josh and Sarah. How appropriate and how effective were they?

F. Innovation isn't an idea problem

1. Do the quiz (available as a powerpoint presentation on Aquila). What is the quiz testing? What associations did you make?

2. Choose the best meaning for the underlined expression.

- | | |
|--|--|
| <p>i. Innovation isn't <u>hampered</u> by a <u>lack of</u> ideas.</p> <p>a. obstructed</p> <p>b. encouraged</p> <p>c. taught</p> | <p>viii. The researchers didn't <u>give many specifics</u>.</p> <p>a. provide detailed information</p> <p>b. inform the listeners of the objective</p> <p>c. take advantage of the situation</p> |
| <p>ii. a. new</p> <p>b. not having</p> <p>c. creative</p> | <p>ix. It was <u>hardly an earth-shattering proposition</u>.</p> <p>a. a very innovative idea</p> <p>b. not a very new proposal</p> <p>c. an extremely difficult task</p> |
| <p>iii. Sony <u>stole</u> the future of digital photography <u>out from underneath them</u>.</p> <p>a. illegally took the technology and developed it</p> <p>b. got credit for the discovery</p> <p>c. was a pioneer in the market and made a lot of money</p> | <p>x. It <u>yielded</u> interesting results.</p> <p>a. resulted in</p> <p>b. gave way to</p> <p>c. produced</p> |
| <p>iv. Apple <u>snatched the opportunity away</u>.</p> <p>a. illegally took the technology and developed it</p> <p>b. got credit for the discovery</p> <p>c. was a pioneer in the market and made a lot of money</p> | <p>xi. The first test was designed to <u>gauge</u> their implicit perceptions about creativity.</p> <p>a. measure</p> <p>b. produce</p> <p>c. develop</p> |
| <p>v. We <u>are faced with</u> a problem.</p> <p>a. solve</p> <p>b. have</p> <p>c. pose</p> | <p>xii. Participants were asked to <u>rate</u> their feelings toward new, creative ideas.</p> <p>a. measure</p> <p>b. produce</p> <p>c. develop</p> |
| <p>vi. They <u>would be eligible for</u> additional payment</p> <p>a. could receive</p> <p>b. would find [additional payment] difficult</p> <p>c. would have to [pay more]</p> | <p>xiii. An uncertain business environment <u>triggers</u> the need for companies to innovate.</p> <p>a. prevents, stops</p> <p>b. causes, prompts</p> <p>c. involves</p> |
| <p>vii. Reward was based on a <u>random</u> lottery of participants.</p> <p>a. systematic</p> <p>b. innovative</p> <p>c. chosen by chance</p> | <p>xiv. The process could <u>be spread across</u> the whole organisation.</p> <p>a. be concentrated in</p> <p>b. develop in</p> <p>c. take place in</p> |
| | <p>xv. The idea <u>gathered support</u>.</p> <p>a. improved the foundations</p> <p>b. became popular</p> <p>c. made money</p> |

3. The first and final sentences of each paragraph are missing from the text. Choose an appropriate sentence for each gap. In each case, two sentences will not be used.

Innovation isn't an idea problem

by David Burkus | 8:00 AM July 23, 2013

- i
 - a When most organizations try to increase their innovation efforts, they always seem to start from the same assumption: “we need more ideas.”
 - b It's not an idea problem; it's a recognition problem.
 - c It is very important for companies to innovate constantly if they are to remain competitive.
 - d Innovation is a matter of recognizing the good ideas that are already in the organization.

..... They'll start talking about the need to “think outside the box” or “blue sky” thinking in order to find a few ideas that can turn into viable new products or systems. However, in most organizations, innovation isn't hampered by a lack of ideas, but rather a lack of noticing the good ideas already there.

.....

- ii
 - a The Navy recognized the merits of the method when Sims appealed to President Theodore Roosevelt.
 - b It wasn't until Sims appealed to President Theodore Roosevelt that his improved method was recognized.
 - c Consider some well-known examples from history.
 - d As examples of companies not recognizing their workers' own good ideas.

..... Kodak's research laboratory invented the first digital camera in 1975 but didn't pursue it. Instead they paid virtually no attention as Sony developed a different prototype and stole the future of digital photography out from underneath them. Xerox developed the first personal computer, but didn't invest enough in the technology and allowed Steve Jobs and Apple to snatch the opportunity away. The US Navy rejected 13 submissions from William S. Sims regarding an innovative new firing method.

.....

- iii
 - a It was hardly an earth-shattering proposition, but it was still enough to yield some feelings of uncertainty within the group.
 - b The researchers wanted the participants to feel some degree of uncertainty.
 - c These aren't just fun examples of smart people and established companies being hilariously wrong; they actually reflect a bias we all share — a bias against new and creative ideas when we're faced with even small amounts of uncertainty.
 - d We all share a bias against new and creative ideas when we're faced with even small amounts of uncertainty, as the aforementioned examples show.

..... That's the implications of a study published last year by a team of researchers led by Wharton's Jennifer Mueller. The research team divided participants into two groups and created a small level of uncertainty in one group by telling them they would be eligible for additional payment based on a random lottery of participants. The researchers didn't give many specifics around how their chance for additional payment would work, just that they would find out once the study was completed.

- iv
 - a The participants were then given two tests.
 - b The two tests were given to participants.
 - c Participants were simply asked to rate their feelings toward creativity and practicality on a scale from 1 to 7 in this test.
 - d In this test, participants were simply asked to rate their feelings toward creativity and practicality on a scale from 1 to 7.

..... The first test was designed to gauge their implicit perceptions about creativity and practicality. Participants were shown two sets of word pairs and asked to select their preferred phrase. The pairings were created by combining words that reflected creativity (*novel, inventive, original*) or words that reflected practicality (*functional, useful, constructive*) with words that conveyed a positive (*good, sunshine, peace*) or a negative (*ugly, bad, rotten*). So in each round, participants would choose their preference from phrases like “good original” or “bad practical.” The second test was designed to explicitly survey their feelings toward new, creative ideas.

- V a In a follow-up experiment published in the same paper, participants in the uncertainty condition were even presented a prototype for an innovative new running shoe and rated it as significantly less viable than the control group.
- b The researchers found that those exposed to a small amount of uncertainty *said* they valued creativity, but *actually* favored the practical word pairings over the creative pairings.
- vi a The executives are killing the ideas that could keep them alive too quickly.
- b If such a negative bias against creativity is present in times of uncertainty, it might explain why so many notable innovations were initially rejected.
- c The ideas that could keep company alive are being killed too quickly.
- d Many notable innovations are rejected because of a negative bias against creativity in times of uncertainty.

..... The implications for today are particularly relevant, as few executives would claim that they're not working in an uncertain industry. The same uncertainty that triggers the need for companies to innovate may also be triggering executives to be rejecting the discoveries that could help them gain a competitive advantage.

<http://blogs.hbr.org/2013/07/innovation-isnt-an-idea-proble/>

4. Using the ideas from the text, match each sentence fragment on the left with one on the right.

- | | |
|--|--|
| i. The assumption that staff need to come up with new ideas in order to innovate | a. in which new ideas can circulate and gain recognition. |
| ii. Companies need to encourage a working environment | b. asks people to come up with new ideas. |
| iii. A traditional approach to innovation | c. when put to the test they actually value practicality more. |
| iv. Kodak and Xerox did not develop digital photography or personal computers | d. when they are not certain of the outcome. |
| v. A climate of uncertainty | e. can lead to a competitive advantage. |
| vi. People tend to favour practical applications rather than untried novelty | f. is misplaced. |
| vii. Although people say they value creativity, | g. does not encourage acceptance of new ideas. |
| viii. Innovation | h. because they were not prepared to invest in new technology. |

5. Complete the one-sentence summary of the article.

David Burkus argues that ...

6. Consider the following situation.

You are a computer software company with a staff of 150, including software engineers, advanced degree scientists, systems engineers, and naval warfare experts. How could you encourage the recognition of good new ideas in your company?

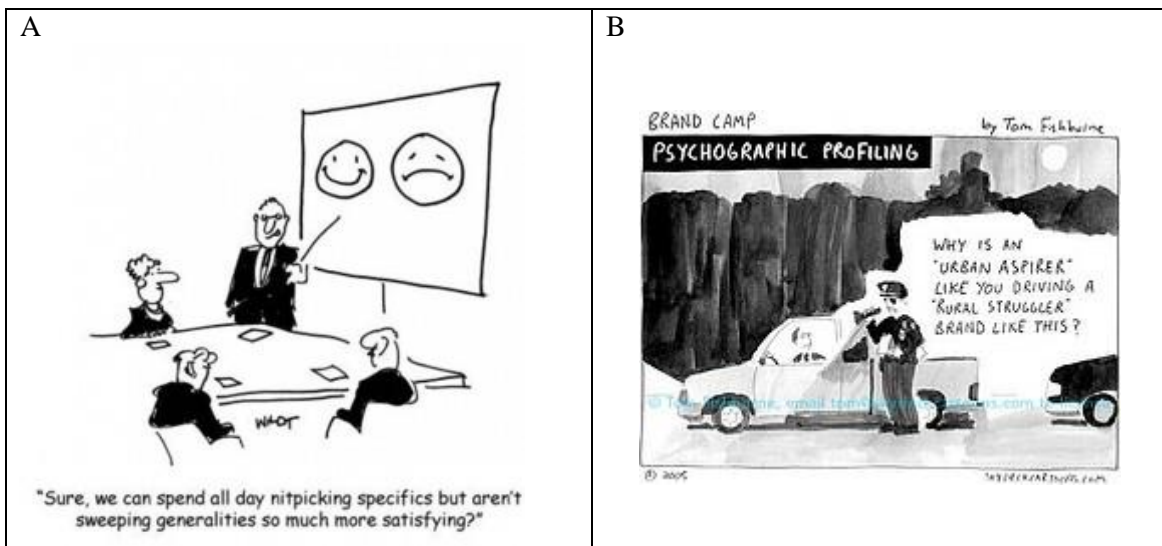
7. Complete each gap in the rest of the text with **one** word only.

One possible solution to this “idea killing” problem is to change [1] structure ideas have to move through. Instead [2]..... using the traditional hierarchy to find and approve ideas, the [3]..... process could be spread across the whole organization. That’s the [4]..... Rhode Island-based Rite-Solutions [a software company] has taken for almost a decade. Rite-Solutions has set [5]..... an “idea market” on their internal website where anyone [6]..... post an idea and list it as a “stock” [7]..... the market, called “Mutual Fun.” Every employee is also [8]..... \$10,000 in virtual currency to “invest” in ideas. In [9]..... to the investment, employees also volunteer to work on project ideas [10]..... support. If an idea gathers enough support, the project [11]..... approved and everyone who supported it is given a [12]..... of the profits from the project. In just a [13]..... years, the program has already produced huge gains for the company, [14]..... small incremental changes to products in whole new industries. In its first year alone, the Mutual Fun [15]..... for 50 percent of the company’s new business growth. [16]..... important than the immediate revenue, the idea market has [17]..... a culture where new ideas are recognized and developed [18]..... the entire company, a democratization of recognition.

In addition, it’s a system based on the assumption that everyone in the [19]..... already has great ideas and the market just makes [20]..... better at finding those ideas. It’s not an idea-solution; it’s a recognition-solution.

G. Cartoons

What is the message in each of the following cartoons? Relate each cartoon to one or more of the topics that we have discussed in this theme.



C



"This really is an innovative approach, but I'm afraid we can't consider it. It's never been done before."

D



The Web
- mapping the chain, assessing relationships, information flows, and product flows.

E



F



IT WAS A PRETTY GOOD ROTARY DRILL UNTIL IT STARTED MARKETING ITSELF AS A LIFESTYLE BRAND.

G

BRAND CAMP by Tom Fishburne

BRAND ARCHETYPES	 THE HERO	 THE OUTLAW
 THE HELPER	 THE JESTER	 THE INNOCENT
 THE ADVENTURER	 THE SAGE	 THE ALL THINGS TO ALL PEOPLE BUY ONE GET ONE FREE

H

BRAND CAMP by Tom Fishburne



WE JUST TWEETED THAT WE FACEBOOKED THAT WE GOOGLEPLUSED THAT WE BLOGGED THAT WE'VE SENT YOU AN EMAIL NEWSLETTER WITH AN UPDATE

GOOD FOR YOU, YOGURT BRAND

I

BRAND CAMP by Tom Fishburne

DEATH BY A THOUSAND CUTS



BRILLIANT IDEA. NOW WE JUST NEED TO RUN IT UP THE MANAGEMENT CHAIN

J



"The actual killing is outsourced to lions."

