



**cia  
bootleg  
manila**

an outpost of  
creative intelligence  
associates, japan

AN INTRODUCTION TO

# **CREATIVITY AND innovation**

## THE BOOTLEG MINI-INNOVATION TOOLKIT

# PRESENTING THE **INNOVATION** TOOLKIT

This toolkit is designed to help you unleash your creative mindset and generate potential innovations for your organization.

There are two sets of exercises featured here:

**INSPIRATION FINDING  
EXERCISES** to help you  
generate powerful  
Innovation Objectives.

**IDEATION EXERCISES** to  
empower you to generate  
ideas and concepts for your  
Innovation Objectives.

But first, let's review...



# **Innovation**

is the **act** of creating and delivering  
*I*mpactful *I*mprovements





# Innovation Process



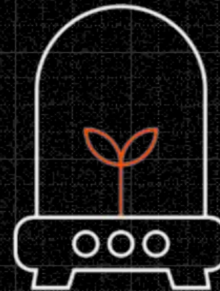
## Insighting

Finding / framing  
an **Innovation  
Objective**  
to solve.



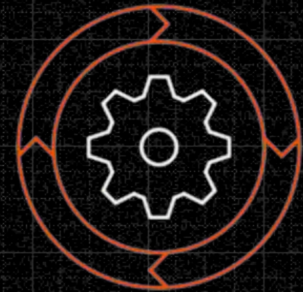
## Ideation

Generating  
**IDEAS.**



## Incubation

Screening  
ideas & testing  
until a new  
**SOLUTION** is  
created.



## Implementation

Launching /  
Commercializing  
the new **SOLUTION.**



This toolkit focuses on the first two stages of the Innovation Process

# Innovation Process



Insighting

Finding / framing  
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Objective**  
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your Innovation Objectives and Innovative Concepts should be **CREATIVE**.



# INNOVATION TOOLKIT

## OVERVIEW

- Try to generate new Opportunities for your enterprise.  
Remember, an Opportunity = Innovation Objective + IDEAS. This toolkit follows these two stages:


- **STAGE 1: INSPIRATION FINDING**

- You will identify powerful Innovation Objectives for your enterprise.

- **STAGE 2: IDEATION EXERCISES**

- Part 1: You will then generate ideas for one of your Innovation Objectives.





*“If I had an hour to solve a problem I'd spend 55 minutes thinking about the problem and five minutes thinking about solutions.”*

-A. Einstein

## **STEP 1: INSPIRATION-FINDING**

Developing innovation objectives

# INNOVATION TOOLKIT | INNOVATION OBJECTIVE

## EXERCISE 1

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### **STEP 1: EMPATHIZE WITH YOUR CUSTOMER**

- Assume the perspectives of your customers and think of what their 4 Layers of Needs are vis-à-vis your product or service

### **STEP 2: ASSESS your COMPETITOR**

- List down how your top competitor addresses the customer's 4 Layers of Needs

### **STEP 3: ASSESS your COMPANY**

- List down how your company addresses the customer's 4 Layers of Needs

### **STEP 4: GENERATE INNOVATION OBJECTIVES**

- Identify gaps – unsatisfied needs
- Translate these unsatisfied needs into Innovation Objectives



# Review: The 4 Layers of Needs





# Example: nike & the 4 layers of needs



**what?** solutions(products & offerings)

**NIKE ZOOM FREAK 4, RED, SIZE 9.5**

**how?** scenarios(experiences)

**BUYING EXPERIENCE:**  
Available in all  
Nike Stores (Nice,  
enjoyable service)

**PRODUCT EXPERIENCE:**  
lightweight, bendy, flexible.  
Keeps your feet stable when making  
quick side-to-side changes.

**why?** self-serving goals (jobs-to-be-done)

I want to feel like a basketball player  
(even if I'm not good)

**because?** imprints

**Nike =  
Basketball GODS**



**what?** solutions(products & offerings)

**NIKE JORDAN X SUPREME, WHITE, SIZE 9.5**

**how?** scenarios(experiences)

**BUYING EXPERIENCE:**  
Limited stocks,  
hard-to-find stores

**PRODUCT EXPERIENCE:**  
Comfortable, pairable  
with my casual clothes

**why?** self-serving goals (jobs-to-be-done)

"I want to feel stylish, unique & special  
(versus other people who wear basic Nikes)"

**because?** imprints

**Nike is a fashion  
& status symbol**



# 4 Layers of Needs

## Me vs. My Competitors

MY CUSTOMER'S 4 LAYER OF NEEDS		MY COMPANY'S EXISTING STRATEGIES OR OFFERINGS	MY COMPETITOR'S EXISTING STRATEGIES OR OFFERINGS	MAJOR INSIGHTS: What needs are unsatisfied? What do we do similarly? How are we different?
WHAT LAYER What products or features do my customers need?				
HOW LAYER How do customers want to be served?  How do they want to experience my product or service?				

# 4 Layers of Needs Me vs. My Competitors

MY CUSTOMER'S 4 LAYER OF NEEDS		MY COMPANY'S EXISTING STRATEGIES OR OFFERINGS	MY COMPETITOR'S EXISTING STRATEGIES OR OFFERINGS	MAJOR INSIGHTS: What needs are unsatisfied? What do we do similarly? How are we different?
WHY LAYER Why do customers buy / use MY product or service? What are their functional or emotional goals?				
BECAUSE LAYER What does my product or service MEAN to my customers?				



# INNOVATION TOOLKIT | INNOVATION OBJECTIVE

## EXERCISE 1: 4 LAYERS OF NEEDS

### Review insights and identify your three biggest insights

- Which insight is a new discovery for your organization (a total new insight / opportunity)
- Which insight will lead to an innovation if your organization solves it?
  - It will make your organization different / unique from other companies
  - It will deliver on corporate objectives / KPIs
  - It will delight the customers (external and/or internal)
- Translate your biggest insights into Innovation Objectives
  - Example:
    - INSIGHT: Nike's customers want to feel like they are legitimate basketball players even if they are not good
    - INNOVATION OBJECTIVE: In what ways might NIKE make the regular basketball fan feel like he is a skillful basketball player?

TOP 3 INSIGHTS		INNOVATION OBJECTIVES
1		In what ways might my company...
2		In what ways might my company...
3		In what ways might my company...

A black and white portrait of Ralph Waldo Emerson, an older man with white hair, wearing a dark suit and a white shirt with a dark cravat. He is seated at a desk, looking slightly to the right. On the desk, there is a quill pen in an inkwell and some papers.

*“One idea lights a thousand candles.”*

-Ralph Waldo Emerson

## **STEP 2: IDEATION**

Generating Innovative Ideas





**IDEATION TECHNIQUE**

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# **I.D.E.A.S. Generation**



# INNOVATION TOOLKIT | IDEATION

## EXERCISE: I.D.E.A.S.

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### Guidelines

- Choose your best Innovation Objective.
- Solve your Innovation Objective by applying the I.D.E.A.S. ideation triggers
- Generate around 20-25 ideas.

# INNOVATION TOOLKIT | IDEATION : PART 1 - DIVERGE

## EXERCISE: I.D.E.A.S.

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MY INNOVATION OBJECTIVE	
----------------------------	--



	"INVERT" IDEAS
1	
2	
3	
4	
5	

### "INVERT" Guide Questions

- What is the opposite of the current practice or the clichés of the industry?
- Should I turn it around? Up instead of down? Down instead of up?
- Consider it backwards?
- From a product to a service? From a service to a product?
- Reverse roles? Seller buys, buyer sells?
- Reverse the market? What's the opposite of MY current target market?
- Do the unexpected?

# INNOVATION TOOLKIT | IDEATION : PART 1 - DIVERGE

## EXERCISE: I.D.E.A.S.

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MY INNOVATION OBJECTIVE	
----------------------------	--



	"DISCOVER" IDEAS
1	
2	
3	
4	
5	

### "DISCOVER" Guide Questions

- What ideas can you copy, borrow or steal from a different industry, sector?
- What crazy ideas from movies, TV shows, comics, video games can I adapt?
- Who could I emulate? Does the past offer a parallel?
- What other process could be adapted?



# INNOVATION TOOLKIT | IDEATION : PART 1 - DIVERGE

## EXERCISE: I.D.E.A.S.

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MY INNOVATION OBJECTIVE	
----------------------------	--

	"ELIMINATE" IDEAS
1	
2	
3	
4	
5	

### "ELIMINATE" Guide Questions

- What idea, step, feature can I eliminate or minimize?
- What if the building block was eliminated or reduced?
- What happens if I eliminate the biggest cliché, tradition or rule?
- What can be understated?
- What can be subtracted? What if I render the service in less time, weaker, or shorter?
- What if I divide, split or separate a building block into different parts?
- How could I carry it to a minimalist extreme?
- What's not necessary?
- How do we make money if we give the product for free?

# INNOVATION TOOLKIT | IDEATION : PART 1 - DIVERGE

## EXERCISE: I.D.E.A.S.

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MY INNOVATION OBJECTIVE	
----------------------------	--



	"ADD" IDEAS
1	
2	
3	
4	
5	

### "ADD" Guide Questions

- What ideas can be combined? Can we combine purposes? How about an assortment?
- How about blend into an ensemble? Combine units? Combine into a package?
- What other article / materials could be merged with this?
- Combine steps? Combine processes? Combine job functions?
- What can be magnified, made larger, or extended? How about greater frequency?
- What can be exaggerated? Overstated?
- What can be added? More time? Stronger? Higher? Longer?
- Extra features? What can add extra value?
- How could I carry it to a dramatic extreme? Can I scale it up?

# INNOVATION TOOLKIT | IDEATION : PART 1 - DIVERGE

## EXERCISE: I.D.E.A.S.

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MY INNOVATION OBJECTIVE	
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	"SUBSTITUTE" IDEAS
1	
2	
3	
4	
5	

### "SUBSTITUTE" Guide Questions

- If I replace the main person? Who else can do the job?
- Can the rules be changed?
- Other ingredients? Other materials? Other color?
- Other process or procedures?
- What if we change the venue? Change the place?
- What else can this be used for? What If I change the purpose of the product / service?
- Are there new ways to use it as is?
- What else could be made from this?
- What if I change the user or the market?



# INNOVATION TOOLKIT | IDEATION : PART 2 - CONVERGE

## CONVERGE!

- **Take all your ideas and...**
  - Combine or cluster similar and complementary ideas; put smaller ideas under bigger ones
  - Eliminate boring, old ideas
- **Select the 10 most CREATIVE ideas. These are the the ones that**
  - **Differ** from traditional ideas
  - Have the best chance to **Deliver** on the Innovation Objective
  - Will **Delight** your customer
- **Finalize your ideas into THREE MAJOR INNOVATION CONCEPTS.**
  - **Ideation tip:** To create your final concepts, it may help to combine similar / related ideas into idea clusters!

# INNOVATION TOOLKIT | IDEATION : PART 2 - CONVERGE

SUMMARY OF BEST IDEAS	
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

# INNOVATION TOOLKIT | IDEATION : PART 2 - CONVERGE

## Optional: Idea clusters (similar, related ideas)

IDEA CLUSTER 1	
1	
2	
3	
4	

IDEA CLUSTER 2	
1	
2	
3	
4	

IDEA CLUSTER 3	
1	
2	
3	
4	

IDEA CLUSTER 4	
1	
2	
3	
4	

MY INNOVATION OBJECTIVE	
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MY FINAL INNOVATION CONCEPTS

FINAL CONCEPT 1:  _____	FINAL CONCEPT 2:  _____	FINAL CONCEPT 3:  _____
Details:	Details:	Details:
What makes it Innovative? (Delivers, Differs, Delights):	What makes it Innovative? (Delivers, Differs, Delights):	What makes it Innovative? (Delivers, Differs, Delights):