

Strategic Development – Group 3

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Creative Solutions for Strategic Development

In such a competitive business world, being able to generate unique and innovative strategies has become harder and harder. The following pages should help you find the key to successful and innovative strategy. We have selected specific innovative processes, tools and techniques which we believe focus on creative idea generation at its best.



In order to simplify the learning process we have created a fun little recipe book. It is user-friendly, easy to read and bunches fun!

Each method is also followed by a benefit/concern table created by the formidable strategy critic, Joe. In the table Joe highlights the strong and weak points of each process, as well as ways to combat them.

So let's start cooking !

Feeling uninspired when you expect guests for dinner? Then take a look at the following recipes that are good for all occasions and will blow your guests socks off. It will help you learn all the steps of the innovation process and create innovative menus with the tasty recipes that focus on generating original ideas.

When dealing with benefits and concerns...

- Always start with the Benefits: it's important to always discuss what went well first to avoid people switching off.
 - When writing down a concern it's best to rephrase it positively and as a question (e.g. How to..., How can we...).
- This format is meant to be leading: by asking a question, participants are forced to action.
- Last but not least, do not forget to find solutions to your concern questions. This moves participants away from a blaming culture into a learning one.

The chef's tips:

Along with all of the menus and recipes you will find secret tips, from our chef friend above, that will lead you to perfect recipe Implementation!



Mind Mapping Menu

Starter

1 blank sheet and colored pens/pencils

Main course

- Place the piece of paper in front of you on the table in landscape
- Start the mind map in the center by drawing an image using at least 3 colors
- Use images, symbols, codes, and dimensions throughout your Mind Map
- Select key words and print using upper or lower case letters
- Each word/image should be on its own branch and along its entire length (i.e. same length as the support)
- The branches should be connected, starting from the central image. The central branches are thicker, organic and thinner as they radiate out from the center, like a tree
- Use multiple colors throughout the Mind Map, for visual stimulation and also to encode or group
- Develop your own personal style of Mind Mapping
- Use emphasis and show associations in your Mind Map
- Keep the Mind Map clear by using radial hierarchy, numerical order or outlines to embrace your branches

Dessert - The fruits of your labor!!!

Problem Solving
Decisions Making
Creativity...

This menu is perfect for problem solving, framework design, anonymous collaboration, rough notes during meetings, to couple words with visuals, individual expression of creativity, to condense material into a concise and memorable format, team building, as a synergy creating activity, even to enhance work morale. It works perfectly with all of the following recipes.



The chef's tips:

Make it 3D!

*

Look for relationships

*

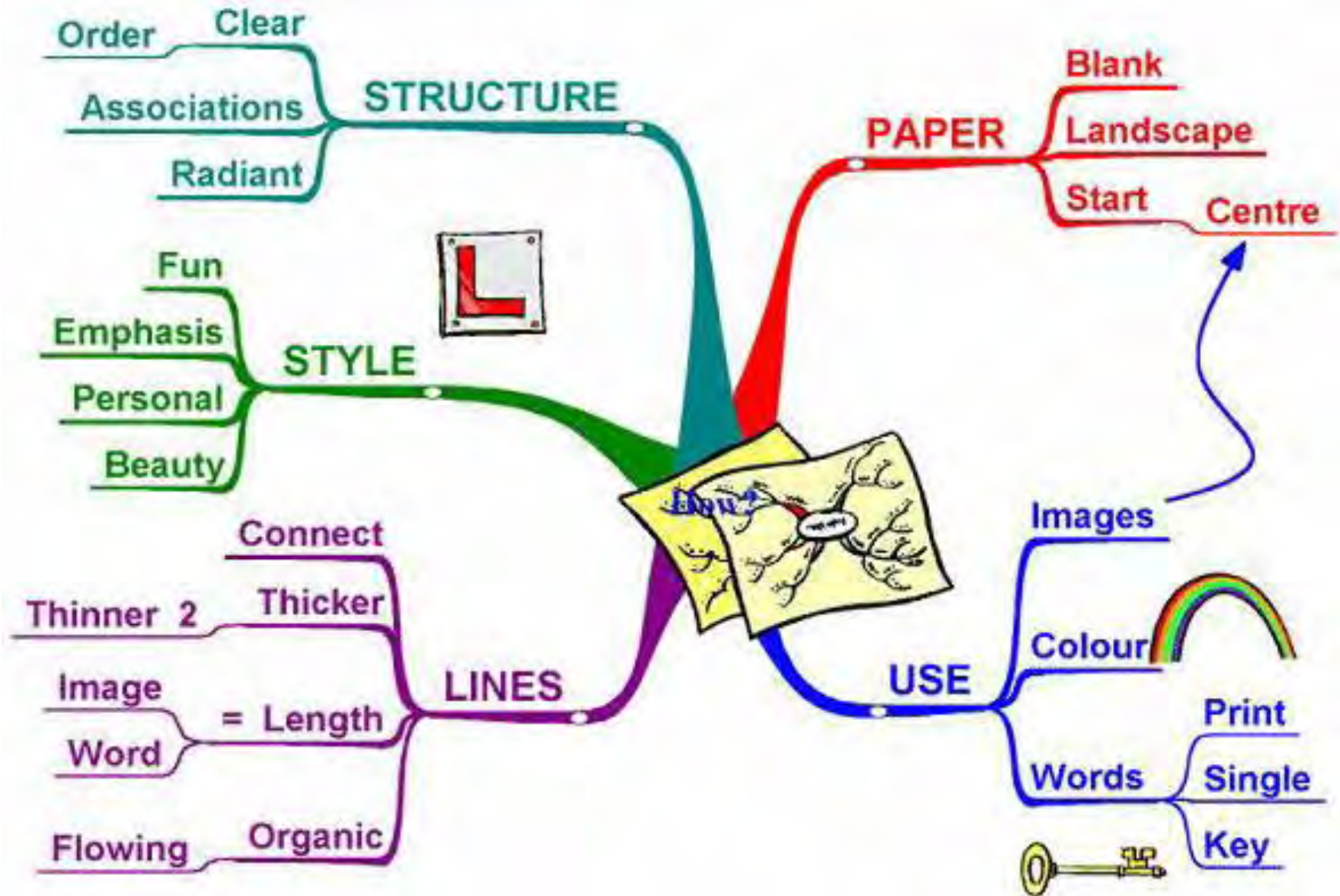
Create sub centers for sub themes

*

Use Mind Map Software!

<http://www.thinkbuzan.com/fr/registration/signup>

Minding the Mind Map

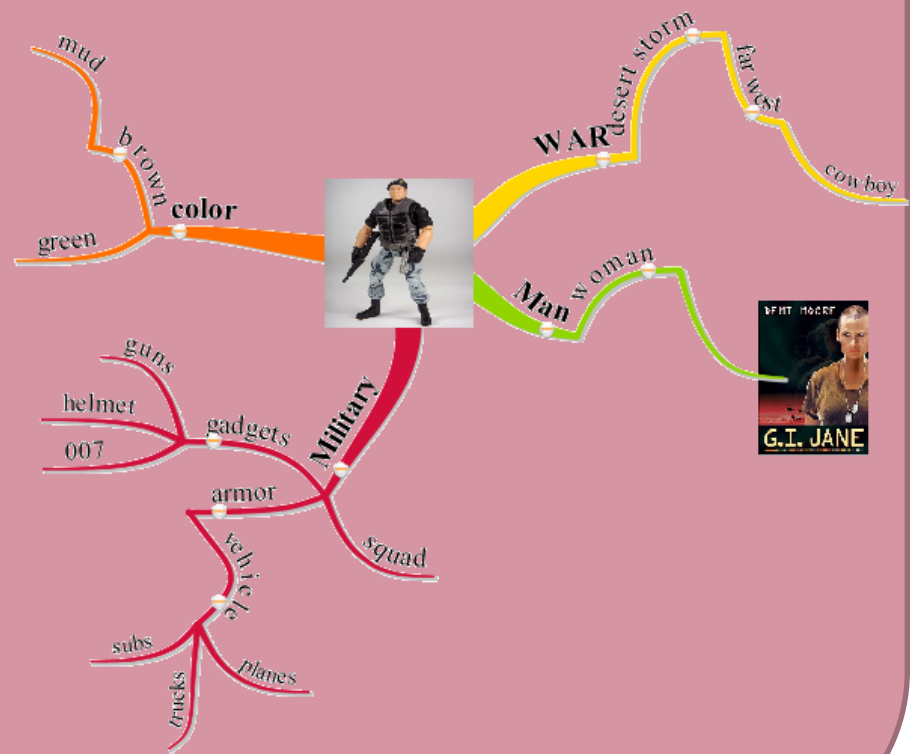


Yummy Strat' Examples

Stephanie, EMS Consultant, has tried it and she loved it!



"I love this menu! I use it for about everything. What's great about mind mapping is that you can use it alone or in teams. All you have to do is to remember to use a lot of space, so you can add something later. Use a LOT of color and make it yours!!! I came in as a consultant at Hasbro, I taught the marketing team how to use this technique to help develop new ideas for their G.I. Joe figurines. As a group we agreed upon the images and words we integrated into the mind map. This process allowed us to come up with associations we might not have with a different format. The visual associations of the figurine with cowboy and 007 made us think of a limited edition themed G.I. Joe. We even came up with consumer product ideas like fake G.I. Joe mud."



Joe on Mind Mapping



Benefits	Concerns	Solutions
<ul style="list-style-type: none">💡 Easy to use💡 Any idea probably has many links💡 Easy to remember💡 Allows you to work in all directions💡 Helps to see the big picture and relationships between issues	<ul style="list-style-type: none">💡 How can we make the process work for logical thinkers who might find the technique difficult to trust?💡 How can we make mind mapping more suitable for recording more chaotic forms of creative idea production like ideas generated during brainstorming sessions?💡 How can we make mind maps self explanatory to those participants who did not take part in the creation of it?	<ul style="list-style-type: none">💡 Practice makes perfect. The habit of utilizing the brain's multi-processing capabilities in this way starts to develop after the first half-a-dozen or so attempts and so anyone can do it with a little perseverance.💡 Use it after initial brainstorming session. Mind maps could be used as a second stage in a brainstorming session for sorting out and evaluating the ideas that have been recorded💡 Have a small session in which non-participants in which they can create their own mind map to understand yours

Innovation Process Menu

Beverages – Influencing



Partnering
Pre-positioning



Who are your guests ? How many are they ? What do they do ?
Where and with what will you cook ? (appliances, utensils, ...)
What is your budget for the menu ?

Appetizer – Defining the opportunity

Clarify the challenge
Gather relevant data
Recognize constraints



Is the dinner for a special occasion ?
Are guests allergic to some ingredients ?
How much time do you have to cook ?

Soup – Generating ideas

Creative thinking



Refresh Grandma's old recipes
Ask guests what they would like to eat

Salad – Choosing options

Filtering
Criteria setting



Choose criteria such as your cooking skills, the time available, ...
Select a set of recipes

Main course – Critical checking of selected options

Challenging the chosen options
Building on the chosen options
Selection



Think about how to get the ingredients you need
Adapt courses in order to have a coherent menu
Select the final menu

Dessert – Action

Implementation
Influencing
Communication



Buy the ingredients and cook
Invite guests to come over

The Innovation Process for Strategic Issues

Influencing

- Current core business?
- Strengths and weaknesses?
- Competitors?
- Bargaining power of suppliers and customers

Defining the opportunity

- Growth opportunities?
- Market trends?

Chef's tools:

- *Chunking up and down*
- *Previous experience*
- *How to... statement*



Generating ideas

- Diversification
- New Business model

Chef's recipes:

- *Reverse brainstorming*
- *6-3-5 method*
- *Random word*
- *SCAMPER*
- *Thinking Hats sequence*



Choosing options

- Set criteria (quanti / quali)
- Priorization matrix

Chef's tool:

- *Evaluation (traffic lights or stars)*
- *Cost-benefit*



Critical checking of selected options

- Analyze chosen ideas in depth
- Define resources needed
- Define costs and outcomes

Chef's recipes:

- *Thinking Hats sequence*



ACTION

- Road map
- Implementation
- Follow-up



The chef's tips:

Make it visible to get engagement

*

Use brown paper and sticky spray to get the opportunity to move items!

*

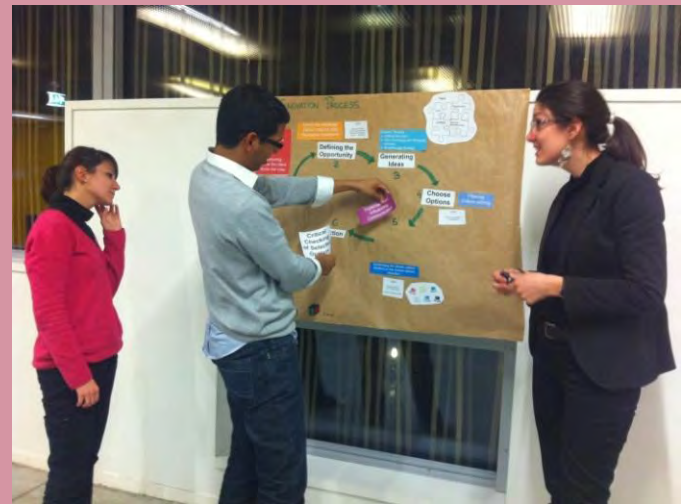
Make participants build the process

Yummy Strat' Examples

Judith, EMS Consultant, has tried it and she loves it!



“Zara’s logistic manager asked us to help him design the new process of his supply chain with regards to their new e-commerce strategy. We suggested him to define together the big picture of an innovative supply chain process. We chose to illustrate the process using sticky spray and brown paper to be able to shuffle around paper slips with operations terms written on them. Our client was really enthusiastic about this method since he could really see the big picture, and enjoyed being engaged in the process by directly participating in the designing of the new process. He appreciated the sensation of being in control.”



Joe on Innovation Process



Benefits	Concerns	Solutions
<ul style="list-style-type: none">💡 The process becomes tangible and visible to all participants💡 It helps memorize the process💡 The flexible and colorful items gives the client the opportunity to control and makes the whole process more playful💡 The large paper sheet allows clients to clarify their thoughts and get the big picture	<ul style="list-style-type: none">👤 How can we ensure the group will stop the process and finally make a decision ?👤 How can we make sure participants do not get confused or lost while using the process ?	<ul style="list-style-type: none">👤 Explain to the participants that it is alright not to find the final solution straight away. The idea is to move forward step by step. A time limit could also be set.👤 Chose a facilitator. He should help structure the exercise , keep an eye on every participant and re-explain the rules if needed.

6 Thinking Hats Menu

Starter

1 blank sheet and colored pens/pencils

Tapas

Naturally White

A very neutral and non-palating aggregating data collection process

What you know, what you need to know, how you are going to get it and other people's point of view

Black Magic

A sober mix of skepticism, judgment, logic and constructive critique. Best in difficult times and rooting out things that do not quite fit.

Mellow Yellow

A sunny shot of optimism with a positive note, singling out benefits and striving for a logical punch.

Dessert

Mix and match your own color combination to give you the strategic flavor combination desired. Each unique dish will hit the spot with the right end solution.

Great combos are issue solving, process analysis and evaluation, situation assessment, idea generation...

Blue Structure

A manageable agenda of flavors orchestrating an organized thinking process quick to define problems and shape questions. The best way to get a quick overview of or summarize/conclude a meal

Bountiful Greens

Abundant and playful, this positive dish springs from plentiful and untapped ideas, exposing your pallet to a new creative experience

Red Hot

Spicy and temperamental, this peppery dish will be quick to illicit your emotions

This patented De Bono menu is perfect for almost anything with its endless combinations of ideas by employing a parallel thinking method. Each hat is associated to a specific way of thinking.

Therefore, you must adopt the mindset of a given hat to evaluate a question/problem. First, you chose the order in which you want to wear your hats. Then one by one you put them on and take them off, keeping in mind the necessity to stick to the mindset. It is important to tailor the order in which you use the hats according to the type of issue being addressed.



The chef's tips:

Make sure all participants wear the same hat at the same time

*

Always start with the blue hat

*

There is no need to wear all the hats

*

You can use a hat several times in a sequence

Yummy Strat' Examples

Kiran, EMS Consultant, has tried it and he loves it!



“ I had to develop the 6 Thinking Hats method to define a strategic development process for Starbucks which was in the need of making decisions about further developments. With the 6 Thinking Hats, we tried to come up with a new development process in order to decide which strategic options Starbucks should implement in order to remain “the third place to be”. What the Starbucks team appreciated with this newly defined process is that they could use it again with any development they will need to define, from the launch of a new product to the diversification of the company. “

which strategic options Starbucks should implement in order to remain “the third place to be”?



*Structure and set
the focus*



*Collect the info you
have and need*



*Generate ideas
about the products*



*Benefits of the
option*



*Critical thinking
about the selected
options*



*Liaise with the
opportunity defined
at the beginning*

Joe on 6 Thinking Hats

Recognize the colors?




Benefits	Concerns	Solutions
<ul style="list-style-type: none">💡 Good way to attack an issue from multiple point of views💡 It leaves room for necessary emotions like skepticism in normally purely rational decisions.💡 It provides an opportunity for creativity in Decision Making.💡 The technique forces participants to be positive and creative.💡 It may help you avoid mistakes, and spot good reasons not to follow a course of action before you have committed to it since it looks at a topic from all angles.	<ul style="list-style-type: none">👂 How do you stay in the right hat mode? 👂 How do you pick the appropriate thinking hat order?	<ul style="list-style-type: none">👂 Make sure to be very self-aware, but keep in mind that practice makes perfect. Also, feel free to remind your peers what hat you are supposed to be wearing.👂 Be very familiar with each hat function. For example, I use the yellow, black and green hats to make my benefits and concerns table. It's all about making the hats work for you.

Hopefully by now you've been inspired by
our tasty menus...

*

The following recipes will undoubtedly
excite your tastebuds, so gather 'round your
team mates and start cooking!

Random Word Recipe

Difficulty 
Bake time – 40 min
Serves 3-9 people
Ingredients: paper, pens

1. Write down the problem statement . The problem statement needs to start with « how can we... ? ».
2. Choose a random word (dog, umbrella, bicycle...).
3. Individually, create a small list of phrases that come to your mind in association with the random word.
4. One at a time, take each association from those lists and relate them back to your problem statement. Generate ideas to solve it!

Here too, make sure to apply the brainstorming rules covered in the Reverse Brainstorming Recipe

The chef's tips:



Make sure your random word is not a feeling or an abstract notion. Do not choose words like love, happiness...

*

Be careful when doing step 3! Try to list your ideas without thinking about the problem statement...

Yummy Strat' Examples

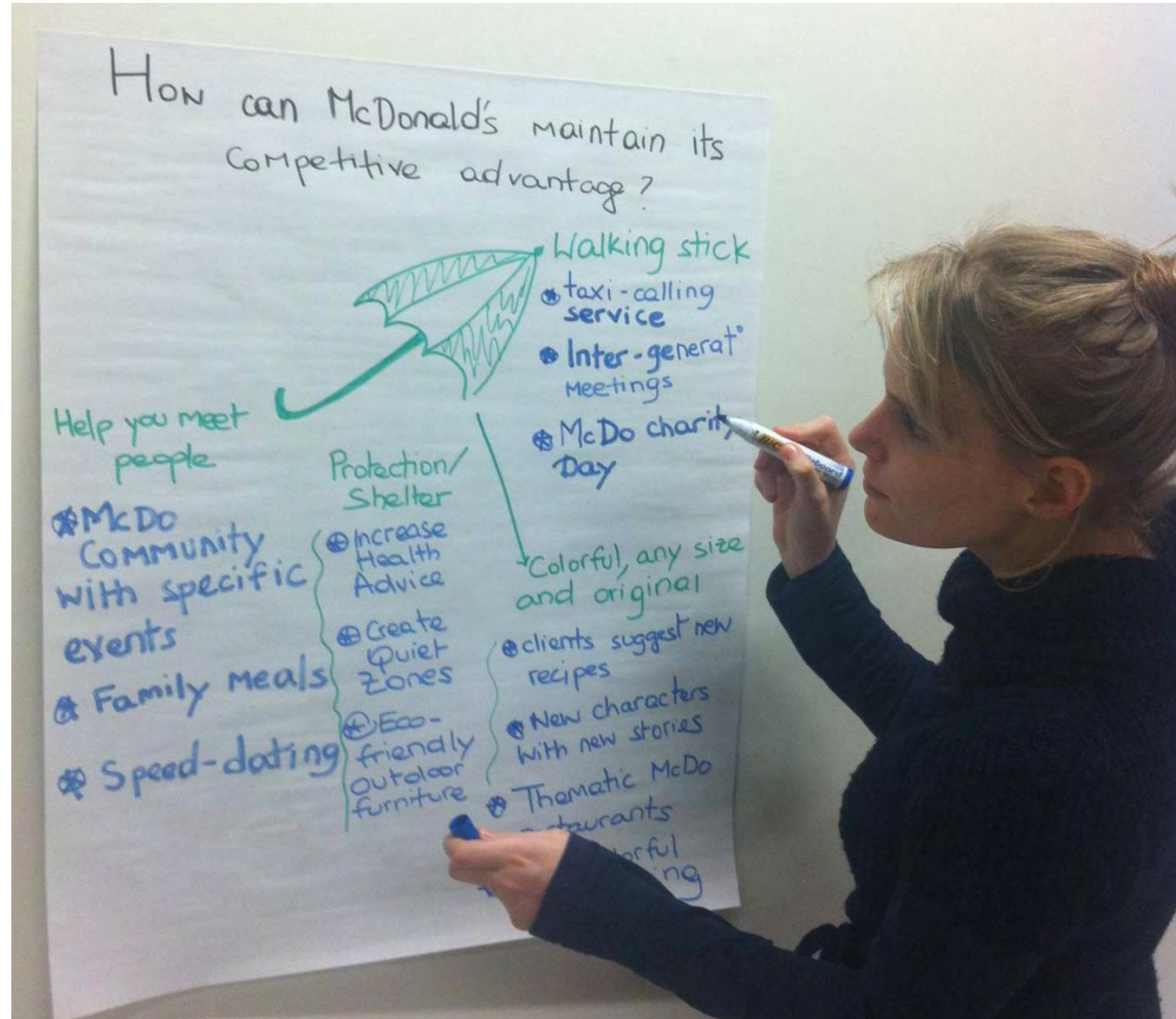
Agnès, EMS Consultant, has tried it and she loves it!



« I was working with the global marketing team and they were concerned about increasing

competition in the fast-food industry. I had them all sit down during a meeting and state the following problem: *How can McDonald maintain its competitive advantage?*

One of the members suggested to choose « umbrella » as the random word and we started the process. They came up with a dozen of associations and generated over 60 ideas. »



Joe on Random Word



Benefits	Concerns	Solutions
<ul style="list-style-type: none">💡 Easy to use💡 Important number of ideas generated💡 No time constraints = no pressure!	<ul style="list-style-type: none">💡 How can we make sure that everyone participates equally?💡 How can we ensure that everyone respects the brainstorming rules during the process?	<ul style="list-style-type: none">💡 Set up the following rules: everyone must give two associations and three ideas💡 Need to design a moderator who will take notes and correct those not abiding by the rules

6-3-5 Worksheets Recipe

Difficulty 

Bake time – 30 min

Serves 6 people

Ingredients: 6 pieces of paper, 6 pens, 1 timer

6 people – 3 ideas – 5 minutes

1. Prepare 6 sheets of paper with a table of 6 lines and 4 columns:
First Column: names of each participant in order
3 other columns dedicated to ideas
2. Place 6 people around a table and give them a sheet of paper
3. Present a problem statement, make sure every participants writes the statement at the top of the page with the same words
4. Start the process by giving participants five minutes to write three ideas (one per column in the line of their name)
5. At the end of the 5 minutes, pass your sheet of paper to your neighbour and repeat the process by trying to develop the ideas written by your neighbour. Continue the process until every one has written 3 ideas on each sheet of paper.

***The chef's
tips:***



Don't allow discussion
during the process

*

This technique also
works with more people
(ex: 7 participants, the
methods becomes **7-3-5
worksheets**)

Yummy Strat' Examples

Estelle, EMS Consultant, has used it and she loves it!



« Evian called us to help them find ways to enter the Indian water market, I used the 6-3-5 method with 6 marketing employees . The question on top of the pages was « How to sell bottle water in poverty areas of India? » , the exercise generated more than a hundred ideas. Sorting them out with a simple ABC method (A-Act; B-Broader; C-Concept) permitted to choose an innovative and realistic idea to present to the marketing director: to provide safe water to consumers Evian should sell sterilize devices to put in the existing water. The idea was approved and developed to be implemented within 18 months. I really enjoyed using such technique, it shows great results and is fairly easy to implement. »




Joe on 6-3-5 Worksheets



Benefits	Concerns	Solutions
<ul style="list-style-type: none">💡 Easy to use💡 No moderator needed💡 Full potential of the group can be used💡 All members are active and involved💡 Author of idea can be identified	<ul style="list-style-type: none">💡 How to describe ideas concisely?💡 How to cope with time pressure?💡 How to produce innovative ideas without any discussion?💡 How to manage the feeling of 5 min being too long or too short depending on the participants?💡 How to overcome discouragement?💡 How to avoid repetitive ideas?	<ul style="list-style-type: none">💡 Write the main word of your idea it may help you describe it💡 Discuss ideas during the converging process💡 Adapt the length depending on the dynamic of the group💡 Encourage participants, make them feel confident

SCAMPER Recipe

Difficulty 
Bake time – 40 min
Serves 3-9 people
Ingredients: paper, pens

The **SCAMPER** acronym stands for: **Substitute – Combine – Adapt – Modify - Put to other uses – Eliminate - Reverse**

1. Write down your problem statement.
2. Divide the sheet of paper into six columns (S-C-A-M-P-E-R)
3. Have each participant suggest ideas to fill in the columns as follow.

For the Substitute column, ask yourself: what else could be done? In which other places? By which other approach?

For Combine: think of: assortments, merging, blends of different ideas.

For Adapt: ask yourself what else is similar, what has been done in the past.

For Modify: can we change the size, the colour, the shape, ...

For Put to other uses: can we use it differently? In a different context?

For Eliminate: what can we take out? Take away? Reduce?

For Reverse: how can we do this upside down? What is not expected?

**The chef's
tips:**



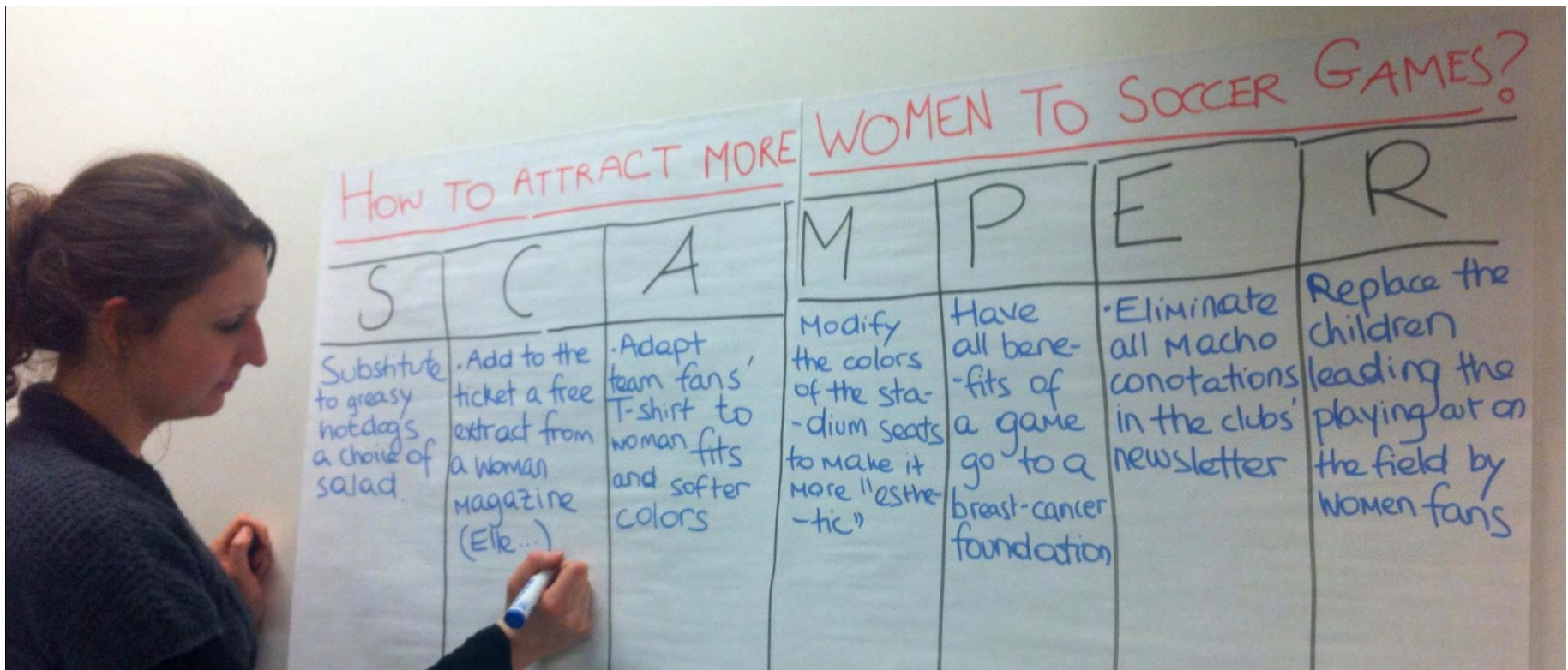
Make sure you allow
enough space
in each column!

Yummy Strat' Examples

Carole, EMS Consultant, has tried it and she loves it!



« I was working for a football team that was experiencing a decrease in their numbers of spectators. They thought the solution could be to attract more women to the soccer games. The women would at the same time represent a new lot of supporters and stop holding back their husbands. I encouraged them to use the SCAMPER method to answer the question: « How to attract more women to soccer games? ». In this case, each participants (4 people) gave one idea at a time. »



Joe on SCAMPER



Benefits	Concerns	Solutions
<ul style="list-style-type: none">💡 Wide range of ideas generated💡 No time constraints = no pressure!	<ul style="list-style-type: none">💡 How can we ensure that we fit our ideas in the proper column?💡 How can we ensure everyone says what is on their mind?	<ul style="list-style-type: none">💡 Before filling in the columns, revise each terms to make sure everyone understands it the same way💡 Choose a team facilitator to take notes and make sure brainstorming rules are applied

Reverse Brainstorming Recipe

Difficulty 

Bake time : 10 minutes minimum

For 3 – 9 people

Ingredients: flipchart, 1 pen, 1 timer

1. Define the problem/issue for which you want to generate ideas
2. Write it down into a question beginning with «How to» or «How can we» and narrow it down or widen it up to guarantee the highest level of ideas generated... Be specific!
3. Write down the reverse version of your question
4. Generate as many ideas as possible answering the reverse question
Do this by applying a classic brainstorming method
5. Reverse back every idea generated one by one to find solutions to the initial problem

**The chef's
tips:**



Use a facilitator who will be dedicated to structure the reverse brainstorming

*

Keep in mind the brainstorming rules:

- ✓ Do not judge
- ✓ Encourage wild ideas
- ✓ Build on others' ideas
- ✓ Maintain fairness
- ✓ Care for quantity over quality

Yummy Strat' Examples

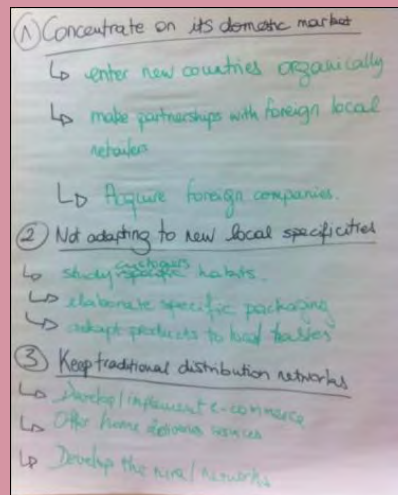
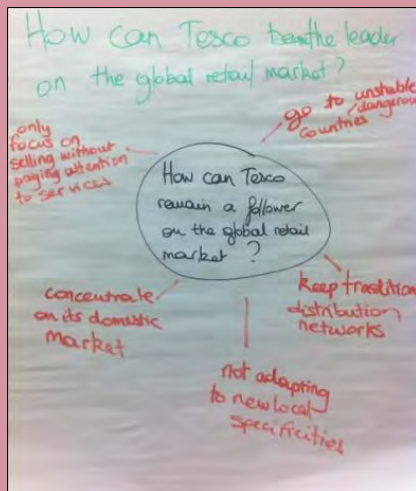
Edwige, EMS Consultant, has tried it and she loves working with it!



"We were asked to help Tesco plc, the British retailer in its worldwide strategic development. With 4 Tesco senior managers, we organized a reverse brainstorming session in order to define how could Tesco become leader on the global retail market, which was basically our initial issue. We came up with « How can Tesco remain a follower on the global market? » After a 10 min reverse brainstorming, we generated 9 ideas"

Here are a few examples of our suggestions :

- Enter new countries organically
- Make partnerships with foreign local retailers
- Make products according to local tastes



Joe on Reverse Brainstorming



Benefits	Concerns	Solutions
<ul style="list-style-type: none">💡 Easy to use💡 Spontaneity of the system💡 No time constraints💡 Makes people think of ideas they would not have thought of in case of usual brainstorming	<ul style="list-style-type: none">🗨️ How can we make sure that every participant is expressing her/himself?	<ul style="list-style-type: none">👤 The facilitator should ask every participant one by one if they have any other ideas

Conclusion

You are now armed with processes and tools useful in defining and implementing the best strategic development ...



... but remember, **only practice makes perfect!**