cultart
cultural management academy

CREATIVE THINKING FOR INNOVATION
Developing your Skills to Innovate, Think Critically and be Creative

This Creating a Culture of Innovation training course is designed to provide experienced Leaders and other Professionals with the knowledge and skills required by their challenging role. This training course enables your staff to critically explore the skills needed to lead at a time when the global economy is experiencing an economic downturn that is having a significant impact on all industries and all organisations.

Innovation is regarded as the most important leadership competency in any industry. This training course will enable participants to perform in a radical mind-set, push boundaries for themselves and their organisation, and be agile and adaptive to conditions and outcomes.

This training course examines the key ingredients of innovation, critical thinking, and creativity. The training course includes many practical activities that are educationally and professionally enriching. This training course will cover the critical competencies necessary in a modern organisation.

Image 1, Source: https://learnsmartglobal.com/course-detail/

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Disclaimer

The CULTART training program has been developed as a blended training program, combining e-learning (independent study relying on online learning resources) and in- person classroom activities facilitated by a qualified trainer.

The units of this module are designed to provide learners with the most important insights regarding the subject matter of the module, in accordance with the findings of the analyses conducted in the framework of Intellectual Output 1 of the CULTART project.

The learning content provided here is intended to serve for independent learning and does not pretend to cover all possible aspects and related issues in terms of the subject matter covered.

Users are solely responsible for ensuring that they have sufficient and compatible hardware, software, telecommunications equipment, and Internet service necessary for the use of the online campus and modules

Content

Training description
Objectives of this training module
Target groups
Competencies and skills after finishing this module

Training Content
Unit 1 – Concept development
Unit 2 – Problem solving and critical thinking
Unit 3 – Brainstorming and Advertising Techniques

Training description

Unit 1: Concept development

Facing major competition, disruptive alternatives, new regulations, and emerging markets. Changing customer behaviours and expectations lead companies to create a new frame to evaluate product and services development. Latest findings from recent studies showed that successful companies pointed out three key best practices:

- focus on product value brought to clients rather than just on product costs
- put the customer at the heart of their thinking, when creating new products or services
- use innovative methods and frameworks when developing new products or services Such focus on added value for customers lead them to have satisfied clients but also to find profitability growth opportunities.

These companies put in place new methods to generate and use their customers feedbacks, ideas and to find the challenges they face. All these findings were key to develop new – innovative products or services.

Our intent is to allow you to discover methods and processes, as well as tools, that "creative people" and successful companies use. And also, for you to learn how to integrate them into the conceptual development phase of a project.

This knowledge will help you select successful strategies for each different steps of your projects. You will be more innovative and more aligned to your costumer core needs, particularly in the development phase. Some of the key components of a successful project.

1.1. What is Concept Development? This video shows an approach to concept development that focuses on innovation and ideation.
1.2. Focusing on the market to enhance creativity Methods for accurate Content Development
1.3. Focus on the method "Service Design"

Unit 2: Problem solving and critical thinking

In this module, you will become aware of how to effectively solve problems by building up an effective brand awareness for your company. You will become familiar with the matter of the Unique Selling Point (USP) and Emotional Selling Point (ESP). In order to develop your critical creative thinking, it is essential to understand that brand awareness is important, especially when launching new products and services, and it drives consumers' decisions when differentiating between competing companies. You will learn valuable insights regarding how to engage your target audience to what you are promoting and how it would match with your client expectations. Examples would be given of how to identify a key reason as well as a few more persuasive reasons that your product/service features and how they could be successfully turned into benefits.
However, in order to promote clarity, we will use two widely popular acronyms "ad" and "ads" that stand for "advertising" and "advertisement".

2.1. Brand Awareness
2.2. Critical thinking upon your proposition
2.3. Consumer Response

Unit 3: Brainstorming and Advertising Techniques

In Unit 3, we considered brainstorming as a design thinking method, going into some detail, and providing you with several strategies that will help you to run successful brainstorming sessions. In this Module, we will explore "brainstorming" from a new vantage point: through the prism of the advertising industry. The focus will be placed on finding the right advertising strategy and developing a description of your product/business that clearly communicates your brand promise. We will shed a light on some of the most popular strategy types: "before", "after", "before & after", "advice", "knowledge" and "empathy". After completing this set of hands-on units, you will know how to generate relevant and powerful ideas that could be used in your first advertising campaigns and how to develop multiple campaign ideas by using some of the most useful advertising techniques, such as "analogy and visual metaphor", "interpretation", "two in one", "Product is God," and "exaggeration." Furthermore, you will be advised to "spice up" your advertising campaign by using an appropriate dose of humour. A note: for the sake of efficiency, we will use the widely popular abbreviations "ad" and "ads" to stand for "advertising"/"advertisement" and "advertisings"/"advertisements."

3.1. How to find the best idea?
3.2. Advertising Strategies
3.3. Types of Ideas

Objectives of this training module

Concept development:

- Understand what concept development means: theory and practice
- Get into the core subjects without wasting time
- Understand different creative methods used in the conceptual development phases
- Be able to use your potential customers feedback to build a solution to their needs
- Define critical and analytical capacity to evaluate your projects

Problem Solving and Critical Thinking

- The main objective of this unit is to enable you to obtain critical and problem solving skills that would facilitate repeat purchases and leads to an increase in market share and incremental sales. It is essential for recently established companies and start-ups during their first years of existence to promote effectively their name.
- In addition, the module will list some practice-proven tips that would enable you to build up a clear brand awareness by using the ESP.
- Based on the notion, that consumers are naturally not interested in facts in terms of your product - rather they want to know their benefits, in this module you will learn more about how your ads could be create in a way to catch your target audience on the move. Furthermore, you will get familiar with how your product benefits could be visually articulated.

Brainstorming and Advertising Techniques

- The main learning objectives communicate the identified needs of the learners. The learning content aims to provoke a deep understanding upon the "brainstorming", considered as a powerful process that would enable the stakeholders and entrepreneurs to generate catchy ideas for their advertising campaigns.

Target groups

This training module is designed to fit the training needs of the following stakeholders:

- Stakeholders operating in the CCI* and the fintech industry;
- CCI* freelancers;
- Start-ups in the CCI* sector;
- Entrepreneurs that want to use networks for value creation in their international expansion; and
- Regional multipliers and supporters.

(*) The CCI are "those industries which have their origin in individual creativity, skill and talent which have a potential for job and wealth creation through the generation and exploitation of intellectual property" - Creative Industries Mapping Document, DCMS, 2001. For further information, please review this document from UNESCO.

Competencies and skills after finishing this module

Concept development

- You will be able to develop a concept keeping in mind the most important factor: your client
- You will be able to go through an easy creative, though solid process
- You will learn how to be creative thanks to your customers feedback

Problem Solving and Critical Thinking

- You will understand how to build up an effective brand awareness for your company.
- You will be able to visualize your product benefits and solve particular problems (e.g. positioning, boost of the sales and encourage your target audience to easy-recognize your product/service) as well as meeting new creative challenges.
- You will learn how ads could catch your target audience on the move and finally would be able to sharpen your self-management skills.

Brain Storming and Advertising Techniques

- You will understand the matter of the advertising strategy and its related concept.
- You will be able to generate powerful ideas in terms of your advertising campaigns.
- You will learn how to use a variety of ad techniques solely or in a combination and even to go beyond by creating your own.

Training method

Cultart learning philosophy promotes a unique engaging training method, based on the following aspects:
- Short-burst learning sessions which feature very well-structured learning content.
- A deep sense of involvement and merging of action and awareness.
- A sense of control and dealing with the task that you will find at the end of the module.
- Enjoyment and provoking further interest.

Cultart focuses on an interactive training approach:
- The modules as a training material for self-learning.
- Using the interactive Cultart online training platform: moodle.Cultart.eu for facilitated training sessions in a group with a professional trainer.

Unlike the lecturers into the face-to-face classroom, which provide their students with guidance and some additional directions, you have to take the responsibilities for the time management and for the control of your learning progress.

Unit 1: Concept Development

1.1. What is Concept Development? The video shows an approach to concept development that focuses on innovation and ideation.
1.2. Focusing on the market to enhance creativity Methods for accurate Content Development
1.3. Focus on the method "Service Design"

1.1.   What is Concept Development?

Tags:

Definition; customer; new product development; service design; creativity; exploration; requirements; innovation;

Introduction

You will understand:
- What Concept Development is and is not;
- Its role into the innovation process;
- What strategic role it plays in the development of a new product or a new service;
- Why and how it differs from Product Development;
- How to add value to Concept Testing;

Definition of Concept Development

Concept Development is a "set of activities that are carried out early in the process of creating a new product or service (1) to collect and prioritize operational needs and challenges, (2) develop alternative concepts to meet the customer needs, (3) and select a preferred one as the basis for further development and implementation."

By applying such processes and methods in order to develop new products or service, increase the opportunity to have a sustainable competitive advantage. Whatever is the targeted markets, and even in the CCI industry.

Developing a new range of jewellery can be sustainable or not. Success will depend on your ability to create the new jewels, but also on how potential clients will react when seeing your production. If you decide to remain locked in your office, you might not be able to imagine what they would like. If you don't create the opportunity to discuss your company product/service development with them you might find later on that they are NOT interested about your product.

The use of Concept Development methods is crucial in the CCI industry. Product and services in the CCI industries rarely meet a basic purpose. It is complex decision making that lead a client to buy the product or service.

Talking of concept development means talking of service and product development models.

If you want to develop a good service and product, you need to ensure you use the right models to the set the proper background to start your design.

The time you will dedicated to the design that background is what we call the concept development. Success lays in your ability to make sure you get the best from two major actors:
- You, as the creative person, an artist..., in designing and then creating.
- In addition, your customers, in explaining what they expect at each stage of their relationship with your product or service.

Customers have to play a role in your content development. Our business experience shows that very often-new services or products are created with no customer input. Furthermore, they also suffer of lack of strategic focus upon new product/service development.

Main objectives of content Development

At first glance, a company owner can think he is the best person to conceive a new product or service…. In addition, in the CCI industry, it is more than often the case. However, that thought is also the best way to fail, to fail to meet your market needs or to miss the true potential of a market.

There is a flaw when thinking alone. One person's point of view is not enough. Your opinion, thoughts are influenced by your life, your education, your environment… and that is generally somehow different from everyone around you. Therefore, not identical to potential customers. Considering that needs are constantly changing in a marketplace it might be a good idea to challenge one's opinion.

The world is constantly changing. Operational and development needs, requirements cannot be viewed as unique and static. User needs are various and numerous, and also changing. Their priorities change. The technology changes. Disruptive solutions bring new alternatives to customers.

During the Concept Development process, the goal is to create a model sufficiently elaborated so that customers can assess whether the concept (future product or service) is useful to them, and whether the product/service is technologically feasible and affordable (at what cost).

Successful product design and development means finding a solution that is functional, operational and financially viable.

Advantages of the Concept Development as part of an innovation policy

Innovation create bigger opportunities and is critical for the survival, economic growth, and success of a company.
Innovation means - developing original concepts, which can be drivers of business optimization and new opportunities.
Innovation is often seen as technical or scientific breakthrough. However, even in the CCI industry you can innovate and optimize or get better opportunities.
Companies that innovate are able to set the organization in a different paradigm in order the best methods to solve current problems and to identify new business opportunities. Using Concept Development methods involving your clients is a source of innovation.
Innovation most often emerges from a process of tactical 'tinkering', i.e., continuous process   of identifying problems or opportunities, finding a solution at an operational and delivery level.

Such problems and its related issues are directly linked to your customer. This is the main reasons why innovation is directly linked to how you are prepared to listen and watch your customers and stakeholders' behaviours, identify their innate and unexpressed needs and motivations, and finally, satisfy them.

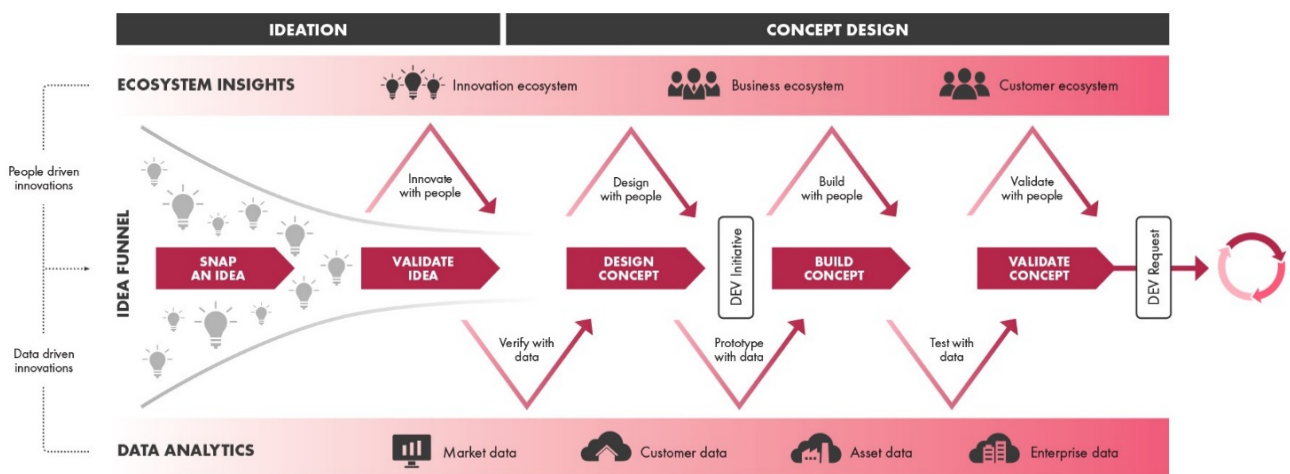The image bellow illustrates the process from idea to concept:

Image 2: Innovation process, Source: Website Business Technology Standard
https://www.managebt.org/content//uploads/2018/12/2.5.1.png

1.2.   Focusing on the market to enhance creativity

Tags:

Customer needs; consumer co-creation; listening and observing; interaction; creativity; customer experience; empathy; user centric; co-creation;

Introduction:

This part will make you enter into the fabulous world of your client's needs. You will understand how working with clients can help you identify their strategic needs and transform them into functionalities and opportunities of

What do you know about your customers?

For the purpose of Concept development, we can classify Customers in four groups:

- Past Customers: they have stopped doing business with you.
- Prospective Customers: they are your future customers; you are likely to sell to them
- Existing Customers: you already know them and actively serve them
- New target Customers: you haven't sold to them yet, but you are interested to sell to this new group.

At any given point of time, hearing and learning from all those customers will provide you with useful insights. As their needs, motivations and expectations are changing, the risk is that none of them will buy your new product or service it if they don't want it or believe they don't need it. You past success is not a key factor of success as itself.

The more you know about your customers, the more effective your sales and marketing efforts will be. It is well worth making the effort to find out:

- Who they are?
- What they buy?
- Why they buy it?

Questions / answers	B2C	B2B
Who they are	gender, age, marital status and occupation	size and kind of business
What they do	occupations or interest	what their business is trying to achieve
Why they buy	I order to understand the benefits they get from your service or product	
When they buy	If you approach a customer just at the time they want to buy, you will massively increase your chances of success.	
How they buy	From a website or in a store?	Face to face, with a purchase order?
How much money they have	Getting to know the budget helps to match what you are offering to what you know your customer can afford.	
What makes them feel good about buying?	What makes them tick?	
What they expect of you?	Reliability, quality, price?	
What they think about you	Their feedback from conversations	Organize some satisfaction questionnaires
What they think about your competitors	your customers view of your competitors, to stay ahead of your rivals	

Customers need from their own point of view:

How to use interactions with customers to help the creative process of development of your new product or service?

There are four types of interactions with customers, and each one is crucial equally for the quality of the relationship and your content development process:

- General interactions: usual interactions such as enquiring about the prices, specific features or expected

date of delivery
- Predictable interactions: they are not regular but are predictable, e.g., car maintenance, change tires every 30 000 km.
- Unpredictable interactions: your website shuts down during a transaction: it is unpredictable and can't be planned but you have to be ready for it
- Unwanted Interactions: the customer does not agree at all for those interactions. For example, paid options that they did not asked for and delay process-annoying byers.

Interactions are really an invaluable way to learn about your customers and have a sense of what they want. Companies often pay for conducting market research, but it is available free when interacting with customers on a day-to-day basis.

Creativity and co-creation

Why not going as far as co-creation with your customers?
In that case, you make your clients active participants in both the design and the development of your product or service. It is often the case in the CCI sector when you product on purpose (example: production of a sculpture, the bust of the client or his representation in painting).

Co-creation means being fully client-centric. Some studies in management shows that:
- Co-creation is beneficial to both the consumers and your company
- It provides the opportunity to generate and co-create knowledge. Directly involving consumers in the process leads to a better fulfilment of their needs

It also allows needs, which are 'sticky' and difficult to articulate to be uncovered *"Truly great brands don't create products and services just to fulfil customer needs. They create for wants, desires, beliefs, behaviours and unexpressed worldviews"*.

Keys to co-creation practices with customers are:
- An innovative culture and state of mind,
- To be selective in the selection of the consumer implicated
- To be able to analyse and learn from the work done with the customer
- To work with and to learn from customers

In addition, to be creative and skilled in relationship building.
The good news is that web based technologies give now entrepreneur many ways and methods to carry out co creation activities at a low cost.

1.3.   Methods for accurate Content Development

Tags:

Co-creation; user centred; steps; frame; workshops; creative thinking

Introduction

In this part, you will learn numerous approaches to enhance creativity within your company while developing new product or service. Those methods can be adopted by teams as well as by independent, start-uppers, freelancers, all type of entrepreneurs. Some methods are easy and fast in their set up & use, others are more complex and theoretical. However, those approaches are considered as complementary.

Methods to enhance creativity

There are numerous creativity techniques to improve and exercise creativity in the CCI sector. For example, a research article found out 74 creativity techniques used among communities that produce handicraft products in the state of Rio Grande do Norte in Brazil!

Methods to co-create with -and learn from- customers

There is one important thing to remember: co-creation is a mind-set rather than a method or a tool. You will discover that learning about, from your customers is not always easy, and requires a commitment to continual observation.

We focus below on four methods and tools. They were selected because of their simplicity to be implemented within any type or size of organization

#Arenas

Physical or digital, arenas are "places" where you can witness customers in action and thus shape co-creation. Digital means using analytics of websites or apps, and physical is IRL observations, for example:

- Designers working on SUV and van auto interiors interacting with families with young children.
- Sellers in a painting gallery observing the flow and traffic of visitors.

An artist who creates everyday objects custom made, who observes his future user live in everyday life

Collaboration with customers

Many of your customers or end-users would be happy to give their opinions or feedbacks on your product or service. Do not hesitate to recruit the more active or talkative ones. There are three different types that you would like to recruit:

- Passionate ones. They will have passion, ideas and energy;
- Demographical targets: e.g. men between 30 and 45, or Y Gen people;
- Early adopters: the first ones to use or buy your product or service, or the ones of your competition (user of an alternative to your proposition);

This option is interesting if you are ready to spend some time on their acculturation and training on co-creation.

Collaboration with professionals

Another option is to hire the services of professionals or expert companies, whom may not be customers nor end-users but are trained and qualified for collaboration. For example, aircraft manufacturer working with seating manufacturers in order to develop aircraft cabins interiors.

Innovation jams

They have been made famous by IBM and are large-scale internet-enabled brainstorming events that focus on the creative energy of participants. There is no need to be IBM to launch those jams and there are some tools that can be easily used:

- listening interviews – individual or in groups
- dedicated websites (for example: https://betatesting.com)
- contests
- and of course, all the creative tools developed in module 1 and 6

Simulation and prototypes

Simulation, experimentation, toolkits and prototypes can be used to allow customers to experience a potential innovation in a real or virtual environment. It allows them to comment and make productive suggestions on how it could be improved.

Tips to lead Content Development process with your customers

Below you can find some tips to do without investing many resources:

1. Social media monitoring
2. Ethnographic research: It means observing how someone lives and works in their native environment to give different insights -"*Unlike traditional market researchers, who ask specific, highly practical questions, anthropological researchers visit consumers in their homes or offices to observe and listen in a non-directed way. Our goal is to see people's behaviour on their terms, not ours. While this observational method may appear inefficient, it enlightens us about the context in which customers would use a new product and the meaning that product might hold in their lives.*" Source: Ken Anderson (March 2009). Ethnographic Research a key to strategy. Harvard Business Review
3. Website analytics: Google analytics are very rich in interaction learnings
4. Blog and social media comments: Regularly read and respond to comments, questions and criticisms shared on your blog and social media posts.

5. Keyword research: A powerful tool for anyone who wants to learn what your target market wants to read, learn and buy. The words you use might not be the ones used by customers specially for something very innovative or disruptive
6. Surveys and questionnaires: Part of customer research, it is useful and if they are completed anonymously, they tend to be more honest (often very direct and not diplomatic)
7. Constantly ask questions: See every touchpoint as an interaction… and take advantage in this interaction to get feedbacks
8. Online communities: Very surprised places to find deep customer information…. on LinkedIn, Facebook or on forums
9. Customer complaints: The best way to improve your product or service! As Bill Gates once said, "*Your most unhappy customers are your greatest source of learning.*"

1.4. Focus on the method "Service Design"

Tags:

> Generic; requirements; user centric; principles; organization; added value;

Unit 4 - Introduction

> In this part, you will discover what "service design" is. It is a heavy process nevertheless essential, which allows service to be co-created with the customer. It allows organization to be aligned with their customers and maximize the efficiency of the service as well as business opportunity. Service design principles lead to specific organizational, technical, informational and data developments that designed organization set ups. Service design makes a service easier to use, more useful and more desirable for the customers who can potentially use it.

The context of emergence of Service design
To understand service design, you first need to understand that the way we see "service" in business has changed.

In the past, a service and a product were really two different things. Products were tangible items you kept (example: a TV, a car … or a massive buffet designed by a cabinetmaker), while a service was something intangible (like the postal logistic service when sending a letter). Most companies would primarily offer one or the other. Today, the difference is fuzzy, tenuous. For example, yesterday you were buying a paper agenda for your schedules, today you use the service of a "calendar" (i.e. google calendar) … Today you buy some products if a maintenance service is provided…You expect to find an online service that provide information, or data, so you can decide whether or not to buy the product or service.

It means whether you sell, you first sell a service.

Service Design means designing a user-centric service so that it is useful and easy to be used. The success of such a discipline can be explained by the profound transformation of our information society, in which the value of use is getting far more important that the value of possessions. Just look at all this "pay per usage" disruptive models that are being launched (renting car, bikes, but the same in insurance policy…).

The basic principles of Service Design
Services should be designed as following:
1. Based on a genuine comprehension of the purpose of the service, the demand for the service and the ability of the service provider to deliver that service.
2. Based on customer needs rather than the internal needs of the business.
3. To deliver a specific and efficient system rather than on-per-case basis which can lead to poor overall service performance.
4. Based on creating value for users and customers and to be as efficient as possible, meaning saving time to the end-users.
5. Based on the understanding that special events (those that cause variation in general processes) will be treated as common events (and processes designed to accommodate them)
6. With input from the end-users of the service
7. In conjunction with a clear business case and model

8. And delivered in collaboration with all relevant stakeholders (both external and internal) and in addition:
9. Services can and should be prototyped before being completely developed.
10. Services should be developed as a minimum viable service (MVS) and then deployed. They can then be iterated and improved to add additional value based on user/customer feedback.

To better understand what are services correctly designed; let us discover the nine basic categories or ways in which organizations fail in service design:

Making it hard to achieve the goal. It should be easy for a customer to cancel an account or service or to get a human on the phone who can answer a question. Nevertheless, opening an account is often much easier than closing one! Behavioural economics says the more effort it requires to perform a task, the less likely humans are to make those efforts.
When it is hard for the user to achieve the goal, it means that the customer was not considered when the service was designed. In fact, in many of these instances, there was no consideration given to service design at all.

Anonymizing the service: there is nothing worse than feeling as though you are just another number on a company's books. When organizations take the time and effort to personalize their service, it tempers that feeling of anonymity we sometimes get. One of the best in that personalization is APPLE. They have placed the customer first and make a special effort to personalize the service received.

Placing the business needs before the user's needs. For example, the annoying pop-up ads on websites that play videos unrelated to the content on the page you navigated to, or paying for services that should be included at cost are just a few.... Those offers are good for the business but not for the customer! In those cases, business needs have been chosen over the design of the service.

Letting the customer asking. Putting the customer needs first means also serving them before they ask! For example, in a restaurant, if the customer eats something messy it means dropping off extra napkins. Most often, you have to ask those extra napkins, don't you ?

The run-around. You have obviously already experienced being lead from department to department and finally end up right back at the initial place you started. It also happens often when we are on the phone. This is not good service design. Good one would make the employee to serve as an ambassador, to lead you smoothly through the process.

No follow-up calls nor interest for implementation. This process allows a business to ensure everything is going smoothly for their customer, and to answer any questions he might have. It is simple to implement. This means no annoying follow-up emails after minor online purchases! There is a difference between truly caring for your customer and shamelessly seeking another star in a ratings engine.

The Primacy and Recency effects. First time you fly with a new company: suppose you arrive at the airport where you find no help for register (you have a baby) and the hostess is rude to you when you eventually manage to find one. Once you are waiting for boarding, you have to wait an extra hour because of a plane delay. That is a bad way to start the customer's experience. However, suppose that once in the plane, you are offered a Business seat and given extra attention to your baby— a total surprise to you. It is likely you will overlook the bad beginning and, instead, remember the good ending in your memory. This is known as the Peak-end Rule in memory where we remember the peak and ending of an experience in detail. Ideally, both the beginning and the ending of an experience will be carefully designed. The beginning of an experience can flavour everything that comes after. This is called the Primacy Effect. The ending of the experience works on the Recency Effect where we are better able to remember the most recent portion of an experience.

Duplicate efforts. Asking the customer to duplicate their efforts, something often seen in healthcare is contrary to good service design. In that case, it means filling out pages and pages worth of information concerning your medical history only to fill the same paperwork out again at the next doctor's office. Forcing users to duplicate their efforts is not only poor service design, but also poor systems design.

Not mitigating the wait. Waiting in line is not at all a comfort for your customer, nor being on hold for 30 minutes on the phone, or waiting in line at a store where there are 30 checkout lanes and only 2 cashiers working registers. These are all crimes against good service design!

Source: Chris Kiess blog, Customer Service Design User Experience/UX . Articles 9 Principles of Service Design

It means some actions have to be taken while going through Service Design:

1. Any activity/steps that fails to add value for the customer should be eliminated or minimized
2. Work is always structured around processes and not around internal limitations (the company should overcome) such as functions, geography, product, etc.
3. Work involves everyone among the stakeholders. This enables accountability and responsibility from each single individual and reduces delays, rework, etc. It encourages creativity, innovation and overall ownership of the process.
4. Processes should be as simple as possible.
5. Processes should reflect customer needs and many versions of a process are acceptable if customers have different needs.
6. Work groups are to be organised so that they match the processes and the competencies required
7. Individual workers will be given sufficient autonomy to make useful decisions
8. Work will take place in a location where it is done with the most efficiency
9. Technology should always be used to enable a service; but it should not be the driver of a service.
10. Technology should be pulled into a service design rather than pushed into it.
11. Technology design is to be flexible enough and agile enough to allow fast modification in the face of changing customer requirements

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Unit 2: Problem Solving and Critical Thinking

2.1. Brand Awareness

Tags:

Emotional Selling Point, esp; usp; brand awareness; products; brand; Duracell; Ogilvy; advertising campaign;

Introduction

In this part, you will understand how to build up an effective brand awareness for your company by defining your Unique Selling Point (USP) and Emotional Selling Point (ESP). In order to develop your critical creative thinking, it is essential to understand that brand awareness is important, especially when launching new products and services, and it drives consumers' decisions when differentiating between competing companies. It encourages repeat purchases and leads to an increase in market share and incremental sales.

Therefore, it is your role to find the best way to achieve it. It is essential for recently established companies and start-ups during their first years of existence to promote effectively their name. In addition, the lesson will list some practice-proven tips that would enable you to build up a clear brand awareness by using the ESP.

What is a Brand Awareness?

According to Aaker (2005), brand awareness indicates the recognition, which is communicated onto a brand, which allows consumers to identify with brand product and thus providing companies with unchanged competitive advantage. It measures not only how the clients recognise the brand image but also associate it with certain company's product or service. Spreading the brand awareness is crucial especially during the enterprise's first few years of existence, when they are trying actively to promote their name. It could be achieved by using various approaches, such as: brand hashtags, sponsorships, advertising in media, complementary partnerships, leverage through Search Engine Optimization (SEO), establishing a strong social media presence and etc.

For instance, a start-up that will be operating in the fin-tech industry may advertise in a magazine that focuses on global trade and currencies in order to create brand awareness among financial experts and investors.

A very basic example of a brand awareness is if someone says "I need a Xerox", which means there is a clear association between the brand and the product (e.g. I need a copy machine).

However, in order to build up a clear awareness among your clients you need to find out how to stand out from your competitors. Therefore, it is advisable to create your Unique Selling Point (USP) or/and Emotional Selling Point (ESP).

USP and ESP

A unique selling point (USP) is what makes the product distinctive. When a product establishes a new category, there is a clear USP at launch stage. Of course, this does not always last very long. Depending on the category, months of years later, competitors will have blurred or eradicated the original product's distinctiveness. That makes it harder to advertise the superiority of a product and hard for consumers to choose the best-performing product in the category.

However, a product can still be successful even without a USP if it has an Emotional Selling Point (ESP). Companies and clients need to "engage the consumer" with a conversation appropriate to the product and its audience. If we like the way, the brand talks to us, assuming we are satisfied with the brand performance, we are less likely to switch to competitors. Engaging the consumer is vital in a crowded category (Taylor 2013), therefore we need to look for an ESP.

Perceived Product Difference

A perceived USP can achieve as much as a genuine USP or an ESP. How you position your product within the wider category can achieve this effect? As an alkaline battery, Duracell has a clear advantage over non-alkaline zinc carbon batteries. It lasts up to five times longer. By making the strategic decision to compete against "ordinary" zinc carbon batteries (as opposed to other alkaline lasting the same length of time as a Duracell), the agency could advertise this consumer benefit. It became Duracell's USP, which any other alkaline could have used. It was a perceived USP against other alkaline batteries. Since carbon zinc batteries were far cheaper than alkaline ones, they were bought more often. Research showed that consumers had little interest in learning the difference between alkaline and zinc carbon. There had to be a very good reason to buy a more expensive option. It is a

matter of "convenience". While people are hungry for information about a major purchase that is visible, a source of pleasure, often a status symbol (a new car for example), and batteries are a low-interest product, within the category of "repeat" purchase items, referred to as a "negative purchase". When the item runs out you have to replace it (like toilet paper). The fewer times you replace them, the better.

Image1: Duracell Sumo Campaign. Agency Network: Ogilvy, Published/Aired: October 2009
Source:
https://www.adsoftheworld.com/media/print/duracell_sumo

Image 2: The Duracell bunny. To celebrate the anticipated upcoming release of Star Wars: The Force Awakens, Duracell have issued a series of limited edition battery packs featuring characters from the movies. There are a lovely mixture of old favourites and new characters across the range.
Source: https://images.app.goo.gl/E8vDA6Fi9j92vEzG7

Dancer Fitzgerald Sample, Duracell's US agency, translated the uniqueness of Duracell against zinc carbon batteries into this single-minded promise: you will not have to replace Duracell as often as "ordinary" batteries. In 1973, they launched the Duracell bunny, the toy that just goes on and on working long after other battery-powered toys have fallen by the wayside. It has since gone global, becoming one of advertising's most memorable images. The visualization of the Duracell bunny changes according to regional differences and the fashion of the times.

In addition, the bunny communicates the Duracell advantage over the zinc carbon batteries. Here you can watch the video spot: https://www.youtube.com/watch?v=qS7bhKJtqaU

Having implanted the concept of the battery that goes on and on in the public consciousness through the memorable "Bunnies" TV ad, Duracell then used the concept in other forms of advertising. In the UK, taking on larger-than-life objects, like the iconic Big Ben, and applying the concept of the long-lasting performance gave the Duracell product personality and visibility.
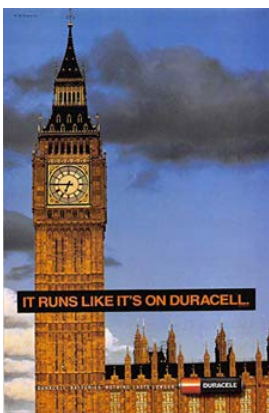

Image 3: Duracell: "It runs like it's on Duracell".
Source:https://images.app.goo.gl/6F9Tu6ScNCsw7K5b9

Image 4: The surreal notion of a bus running on Duracell.
Source: https://images.app.goo.gl/ZfNFR1Uq4fgPPwKM6

Posters proved successful, creating awareness and building the brand alongside TV.

To sum up, in order to assure a successful brand awareness through establishing an ESP, you have to take the following steps:

1. Determine your target audience behaviour – what is the general attitude and conviction toward the product your sell.
2. List your product benefits and choose one that you can use as a USP.
3. Try to find out your own approach to engage your clients – you can turn the USP to ESP. Find out how your product/service is associated by your clients, e.g. if you are selling beer – it is a community, motorcycle – freedom and etc. Once you identify the right association, think about how to convey visually your message.

2.2. Critical thinking upon your proposition

Tags:
Critical thinking; proposition; key reasons; instant benefits; attributes; opinion-based support; influencer marketing;

Unit 2 - Introduction

In this part, you will learn how to effectively solve problems such as: disengaged target audience and brand promise which fails to capture your client attention. Once you take the lesson, you will be able to engage your target audience to what you are promoting and how your promise would match with your client expectations. Examples would be given of how to identify a key reason as well as a few more persuasive reasons that your product/service features and how they could be successfully turned into benefits. Based on the notion, that consumers are naturally not interested in facts in terms of your product - rather they want to know their benefits; in this unit, you will learn more about how your ads would be created in a way to catch your target audience on the move. Furthermore, you will get familiar of how your product benefits could be visually articulated. Examples would be given with the famous Häagen-Dazs "five ingredients" and with the Tondach's print ad campaign, launched in Bulgaria in 2015. Moreover, we will shed some light on how the Tondach's attributes were creatively turned into a vivid benefit by the graphic designer who created their campaigns.

Arguably, a very good reason must attract your target audience to what you are advertising and offer evidence that the product or service will match their expectations. A creative use of these reasons brings your campaign to life. Avoid thinking that "collecting feedback from your clients" refers to a collection of dry facts which you can skate over and get on with the creative work, or you will miss the potential of what can be a goldmine of ideas for your next campaign. To understand the matter of the critical thinking, think like your customers. You know from your own experience how an inefficient campaign can seem when it lacks a good reason of constructive criticism, especially if you are considering expensive purchase. If the facts seem either thin or exaggerated and unbelievable, you will probably ignore the advertising and look to the competitors.

Key Reasons to Believe

In many advertising agency, the planner will make sure that you have all relevant facts to support the strategy and proposition. It is the planner's role to identify key reason or reasons, most likely to attract your target audience and provide the most convincing support. Only then you will be expected to make the best creative use of it throughout your work. If there is one key reason plus several other persuasive reasons, use each additional reason one at a time, throughout your campaign, to accompany the main reason. There may be one **primary reason, which** forms the core of the campaign.

An excellent example of how to handle a group of reasons convincingly and creatively is the American ad for Häagen-Dazs "five" lemon ice cream. The proposition is expressed by the headline, "the purest for the purists", supported by five "reasons": milk, cream, sugar, eggs and lemon. The natural ingredients provide relevant, convincing support. The copy echoes the main visual "Just five all natural ingredients. Simply perfect."

Image1: Häagen-Dazs ad. The proposition is very convincing "the purest for the purists".
Source: https://images.app.goo.gl/mGEipJC352zrgAoMA

Turn Attributes into Benefits

An attribute is a feature or aspect inherent in a product. The benefit describes how that feature makes the product better in some way for the audience. For example, the five ingredients in Häagen-Dazs "five" are features. Thinking critically upon your advertising campaign means also to consider how to dramatize the attributes and benefits of your

product. The consumer expects this ice cream to be better tasting because of the five pure, natural ingredients. The tempting visual provides a stimulus for the reader to respond and think, like: "I bet the ice cream tastes good." Turning each aspect into a benefit has several advantages. It helps you to check if it really works as well as identifying whether one benefit stands out. It is a practice-proven trick that once you have turned your product attributes into benefits, it would significantly facilitate your work. People are naturally focused on benefits rather than facts and as with the example of Häagen-Dazs – you do not have to spell the benefits, it could be visually created. Another example is the Tondach's print ad campaign, launched in Bulgaria in 2015. The tile is produced by ceramic and this attribute was creatively turned into a vivid benefit by the graphic designer who created the campaign – Mrs. Keti Tserovska. The slogan is "Born of the nature, trusted by the time." It enables the customers to perceive the new product as natural (all associations with the nature lead to a positive perception) and the other clear benefit is its sustainability - insensitive to any environmental influences such as heat, cold and frost. As a result, the roofs covered with Tondach roof tiles require very little maintenance and guarantee a constant quality and beauty.

Image 2. Tondach's print ad campaign: "Born of the nature, trusted by the time." Created by: Keti Tserovska
Source: Keti Tserovska portfolio of projects.

Provide Instant Benefits

Consumer want to know the benefits instantly (go to *Unit 1Vrand Awareness* to consolidate tips of how to effectively visualize them). Ads must catch us on the move. Banner ads flash on and off while our mind is elsewhere. According to the latest research, people go through magazines for a couple of minutes by paying on average about 3 seconds of their attention on an ad. Please, bear in mind that no one wants to waste their time by trying to understand what an ad wants to say. Especially if you are a young entrepreneurial and your product/service is quite new. It is an essential role from the creative process to re-think your product attributes and to turn them into benefits. It would be a very useful trick if you take an empty sheet of paper with a pencil and nevertheless how skilful you are in drawing – try to visualize in a clear, lively way.

Facts and Opinions

Support for a proposition can range from fact to opinion. Facts include product feature – attributes such as the Häagen-Dazs ingredients and the Tondach ceramic material.
What people thinks and how they perceive your product/service can serve as a powerful tool when it comes to the creative process.

Opinion-based support includes celebrity endorsement, testimonials from satisfied customers and results from accredited consumer and government surveys. It is advisable to use a mix of facts and opinion. For example, a strong celebrity endorsement can list a number of facts and choose one that seems to be the most convincing one. Celebrities with international appeal are worth millions because they themselves are the compelling reason. However, as being a young entrepreneurial it would be almost impossible to afford such an expense into your campaign. In this case, it should be better to use the so-called "Influencer Marketing". It offers some clear benefits: while the celebrities sometimes could mislead the target audience or even provoke negative response among them, the influencer marketing works with experts who knows how to spread a word about your new activities.

2.3. Consumer Response

Tags:

Consumer response; reactions; advertising; think; feel; do; trust; action; campaign; charity;

Unit 3 - Introduction

This part will give you valuable insights, regarding how you would like your audience to respond to your advertising. Defining the response as precisely as you can set a benchmark for what you and the client want to achieve from your creative work. It could help you to set up clear expectations in terms of determining the ideal response to an ad, or to an entire campaign, it has to be realistic. You will learn how to utilize the main three themes: "Feel", "Think" and "Do". You will be introduced with different practice-proven creative strategies in terms of how to gain trust of your clients and how to lead them to action.

As being an entrepreneurial, you can never fully predict or control a person's reaction to your advertising communication. Different factors influence people's response: the impact of the creative executions, the competition, choice of media and external factors such as the state of the economy. However, you still need a plan. In addition, your strategic thinking skills, combined with your imaginative ability to put yourself in someone else's shoes, will help you define a realistic ideal response to your advertising.

Think. Feel. Do.

To "feel" a certain way requires an emotional response. This can lead to action, such as giving a charity.

However, your client response may vary and to feature a mix of reactions, therefore it is advisable to determine one clear "key" reaction that your advertising wants to induce.

Furthermore, there is no "best" response – each advertising campaign is unique and has its own specific approach to a problem.

Think - if you skip a stage in addressing your target audience, you may not achieve what you want from your overall campaign. For example, you probably want to cause a mental shift to your target audience's opinion, e.g. Chiat/Day's 1997 US campaign for Apple famously crystalized this desired consumer response in the campaign line "Think different".

Do. If you want the initial response of your target audience to involve action – consumers doing something in response to your advertising – you need to convey a sense of urgency. For example, advertising a special promotion within a limited time means your desired consumer reaction will be action-oriented to take advantage of the offer (Taylor A., 2013). How you achieve this, creatively, is up to you. It does not have to be a fast-paced execution with a frantic soundtrack. It could be just the opposite. To "do" something obviously implies an action. This can be an end in itself – to try new approach for example. It could also lead to a further action that meets your objectives. For example, if a consumer responds to a car ad by taking a test drive, this could lead them to buy that car.

Emotional Response Lead to Action

An emotional response can lead surprisingly quickly to a person taking action from donating money from their mobile during a charity telethon, to making a life-saving phone call following a campaign about the symptoms of a heart attack. On August 2008 six millions viewers of the UK commercial TV channel – ITV1, watched a two-minute film showing a simulated series of symptoms of a heart attack. There were posters, print and radio promoting this two-minute spot, which aired only once. According to research commissioned by the British Heart Foundation, four out of five viewers had a better understanding of these symptoms following this commercial. They estimated that 70 people survived heart attacks that would have killed them had they or someone with them not called for an ambulance so quickly as a result of seeing the films.

Ultimately, the goal of the most advertising campaigns is to persuade people to buy something, donate money, and vote for a particular candidate – in other words, to "do" something.

Another great example for an effective emotional response is the Bulgarian Christmas charity campaign.

Image 1: The logo of the Bulgarian Christmas charity campaign, designed by Margarita Doncheva.
Source: https://images.app.goo.gl/eqksdarR8DhjRAQaA

Image 2: Postcard of the Bulgarian Christmas charity campaign
Source: https://images.app.goo.gl/nCRwHKfuvEX1ScCx9

The Bulgarian Christmas is a charity initiative that has been going on for 15 years now under the auspices of the country's president. Its main goal is fundraising for the treatment of sick Bulgarian children and for the purchase of specialized appliance for the most visited paediatric hospitals. However, the logo of the campaign as well as its tone of voice recreates the idea of the Bulgarian Christmas initiative, to encourage people to donate. Two winter gloves - one big, the other – baby glove, stretched out to each other. The image reminds of two hearts - large and small, that touch each other. The colours are green and red on a white background, reminiscent of the colours of the Bulgarian flag. The tagline of the campaign is "Give Hope to a Child in Need!"

As a result, the campaign exceeded its expectations and managed to collect 2 440 000 BGN in 2018/19 edition and to help 551 kids with different disease as well as donating medical equipment for a total amount of 1 585 770 BGN to 19 hospitals from all over the country.

Another effective approach that would help you to achieve your goals is to provide a stimulus into your campaign's proposition that should call for an initial consumer response. It has to be supported by valid reasons, communicated in an appropriate tone of voice. For example, the desired audience response might be to feel that donating to a charity is a worthwhile. This leaves it to the audience to close the circle, and decide in their own terms to take actions, which, in this example, means giving money. By never asking overtly for money, people might give more than they otherwise would.

For example, the audience's strong emotional response to the courage and achievements of this father-and-son team – Rick and Dick Hoyt, leads them to feel it is worthwhile to support the charity. The commercial "Team Hoyt", from which this is a still, never overtly asks for money.

Image 3: Dad's been behind him for 65 marathons.

Source:
https://www.pinterest.com/pin/480970435178722392/

Emotions and Trust

A clear example of a brand that achieve this response from its advertising is Ronseal. The overall campaign line is: "Ronseal. It does exactly what it says on the tin." This phrase has entered the language in the UK and become synonymous with trusting a product, a brand, and even a person. The popularity of this phrase comes from the lack of performance of so many products and services – they overpromise and people feel disappointed.

Image 4. Ronseal. It does exactly what it says on the tin.

Source: https://www.creativereview.co.uk/does-exactly-what-it-says-on-the-tin/

In conclusion, the three main themes "think", "feel" and "do" could be successfully implemented into an ad/campaign in order to induce the desired customer response. The ideal balance between those three aspects should be properly set up by the authors, being aware of how the provoked emotional response would lead their customers to action.

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Unit 3 Brainstorming and Advertising Techniques

3.1. How to find the best idea?

Tags:
Brainstorming; creative ideas; thinker; human brain; advertising campaign; techniques.

Unit 1 - Introduction

In Module 1, we considered brainstorming as a design thinking method, going into some detail, and providing you with several strategies, that will help you to run successful brainstorming sessions. In this unit, we will explore "brainstorming" from a new vantage point: through the prism of the advertising industry. In this session, you will learn how to inject the right amount of creativity into your advertising campaigns, and how our recommended approach could make a strong impact on your advertising strategy and concept. You will get a glimpse of advertising techniques that you can use or even develop on your own in order to set your company identity apart from those of its competitors. For the sake of efficiency, we will use the widely popular abbreviations "ad" and "ads" to stand for "advertising"/"advertisement" and "advertisings"/"advertisements."

Successful creativity is the hallmark of a vital and prosperous enterprises. In our consumer- driven word, creative business ideas set your company apart from your competitors and could be implement in various departments, such as: Accounting & Financing, R&D, Human Resource Management, Production and etc. However, in order to communicate a clear message to your target audience as well as conveying successfully your brand promise, you need to create a powerful advertising campaign. Therefore, it is quite essential to consider how the creativity could make a strong impact upon your advertising strategy and concept and what kind of advertising techniques to use or even develop on your own.

Be a Thinker

The creative team is usually made up of a copywriter (words) and an art director (pictures). Do not worry if you are still unsure which role fits you best. As being not an expert in the Cultural and Creative Industries (CCI), it is good to know that some of the positions sometimes can be overlapping, which means that a great director has a potential to be great copywriter. The copywriter can have a brilliant idea about the art direction and the art director could come with a powerful tagline. What helps you think creatively? Simply absorb yourself in anything and everything: movies, poetry, photography, art, novels, current events, sport and etc. Without asking themselves questions and getting inspiration, the people in the CCI industry would not be successful in achieving a sheer level of creativity.

The human brain is essentially two interconnected brains – right and left. Until 1962 it was thought that the two hemispheres performed roughly the same functions. Roger Sperry finally proved that some functions are located predominantly in one or other side of the brain. It seems we have two minds – the left brain specializes in verbal and language understanding and the right is for visual and mathematical problems.

Image 1: The human brain.
Source: https://www.freepik.com/free-photos-vectors/music
Music vector created by macrovector

Thus, in accomplishing successful brainstorming session and generating powerful ideas that could turn into great ads, the best strategic, creative team (or individual) is one that/who possess a balance of logic and imagination, verbal and visual skills and etc. Bear in mind also that the viewer of ads possesses the same balance when it comes to make purchases, e.g., on one hand inner logical, practical and rational reasons and on the other hand – emotional and creative ones. Keeping the right balance is important because too much logic will most likely produce a boring, factual ad, and too much creativity could lead to a very abstract and irrelevant for your product/service selling idea (Barry 2012). Therefore, the goal for any entrepreneur is to ensure that every ad appeals to both sides of their consumer's brain/mind.

Brainstorm on Your Own vs Work in a Pair

In general, you have two options – to solely brainstorm and generate your concept or to work in a pair. The pros about working on your own are:

- Sole ownership of the idea (especially in case you are the only stockholder).
- Sole choice in terms of when and where you want to work.
- Not dealing with each other's egos and habits.

Image2: Advertising created by one person – an Argentinian graphic designer Nadia Quetglas.
Source: https://www.workana.com/freelancer/nadia-quetglas?utm_source=blog

However, the cons about brainstorming & ideation on your own are:

- Cannot bounce ideas of someone
- Harder to get motivated (cannot push each another if working alone)
- Cannot share the workload and the pressure

How a team finds an idea?

Obviously, no two people are the same. Thus, it stands to reason that no two pairs are the same either. As a result, every creative team works differently. They come up with ideas differently and they divide tasks differently. For instance, let's give a simple example whereby a team has to come up with a new tagline for Nike. The creative team is made up of *individual A* and *individual B*. The year is 1980. Here are three basic scenarios:

- Scenario 1: A says "Just try anything", B says: "Just do anything" and A says "Just do it".
- Scenario 2: A says lots of lines until B stops A at "Just do it".
- Scenario 3: B thinks of "Just do it" the night in the shower. Tells A the next day – A loves it and the project is executed.

The important thing here is that each person is bringing something to the table. The worse scenario could be something like:

- Scenario 4: B thinks of "Just do it" the night in the shower and tells A the next day A tries to convince B that it is not good, probably because A did not think of it first.

Remember, ideas are rarely created in a vacuum. It is not like being a fine artist.

The Greatest Barriers to Creativity

Whenever working alone or in a group, try to overcome the following barriers while coming up with ideas:

- Fear of the unknown
- Fear of looking stupid
- Premature judgment
- Attachment – to old ideas
- Resistance to change

What do you want to say?

This is perhaps the most important thing to determine before defining your creative strategy. Before you start working on your advertising, ask yourself "What is the particular my company or organization trying to say about its product or service in this current campaign?" We usually call it: proposition. Here it is advisable to communicate only one benefit that sets you apart of your competitors.

Can you say your idea in one sentence?

Whether a one-off ad or a campaign idea, and whatever the media, if your idea is truly simple you should be able to describe it in one sentence.

Give it "Overnight Test"

It is a very useful brainstorming practice which means – postpone (if your schedule allows) the final judgment for tomorrow and it would be definitely clearer and your editing skills will be sharper.

Write your ideas down

It is a fallacy that you always remember good idea, because how do you know if you have forgotten one? We all forget important stuffs from time to time. That is the greatest mind such as: Leonardo da Vinci to contemporary artists, musicians and writers – write down their ideas. A brief not or a simple sketch is enough.

Image 5: Write or sketch your ideas on a sheet of paper.
Source: https://www.freepik.com/free-photos-vectors/hand">Hand photo created by freepik - www.freepik.com

3.2. Advertising Strategies

Tags:
STRATEGY; CREATIVITY; CAMPAIGN; CONCEPT; IDEA; TAGLINE; SLOGAN; EMPATHY; KNOWLEDGE; ADVICE; BEFORE & AFTER;

Unit 2 - Introduction

This part sets out to explore the origins of strategies and ideas which will in turn help you to create powerful advertising campaigns. We will shed light on some of the most popular strategy types: "before", "after", "before & after", "advice", "knowledge," and "empathy." While we will offer a whole menu of strategies, you will be advised to choose one or a combination of a few strategies that best fit your goals. At the end of the unit, we propose a simple workflow, proven by practice, which enables you to unleash your creativity and kick- off your powerful new ad campaign.

What should be your strategy?

First, let's clarify what the "*strategy*" means. The strategy could be determined as a summation, progression, reflection and expression of your strategy statement (Barry 2012). The *strategy* is a magical of elements extracted from the strategy statement, although often one element is the driving force behind the entire creative process. In other words, strategy is an approach, based on market research and insights, as to how a product or service will be positioned/repositioned. It is the thinking that it comes before the idea or the concept. The specific advertising idea also has to be created by you, based on the strategy laid out in the strategy statement. The idea has to communicate the proposition to the right audience, all in a consistent tone. Every strategy should have an element of distinction from the competition's strategies, as should be subsequent concept and campaign.
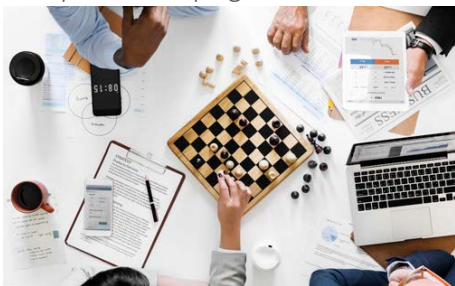

Image 1: Like playing a chess, your strategy must have an element of distinction and surprise from your competitor/s
Source: https://www.freepik.com/free-photos-vectors/business
Business photo created by rawpixel.com

Types of Strategies

Here are some common types of creative strategy in the broadest sense of the word that you can utilize or mix in order to achieve a sheer level of creativity. Some of these ideas might be closely tied to a particular strategy, and some may not. Some ideas might combine two or more strategic approaches, but, as always – **communicating one clear proposition.** Briefly, the outcome should be a combination of logical and creative thinking that is relevant enough to persuade the target consumer to buy the product.

"Before and After" Strategy

This common is basically "show life without the product, show life with the product". It is a simple way to understand the product benefit. The subsequent idea and execution that comes from this strategy is usually a negative visual (without the product) followed by a positive one (with the product). This is not to be confused with the "negative and positive" strategy bellow. Within this idea there could be other types of ideas, like *visual smile* or *visual metaphor*.

Image 2: The Natan Jewerly ad is particularly disturbing. The focus is on the women's legs, rather than on the product. It conveys a subtle message about the girl which is ready to throw herself at a man, just because of the offered value.
Source: https://images.app.goo.gl/3LXfqrtX67pnoWLy7

"Before Only" Strategy

This approach is similar to "before and after", except "after" is simply the product name/logo and tagline (if applicable). In other words, clients have to figure out the "after" stage themselves, without having to see it.

Image 3: "Before Only" Strategy. Only the product name and the tagline are visible.
Source: https://images.app.goo.gl/eshessdyGzaj1D1g8

"After Only" Strategy

This is a simple demonstration of the benefits. In other words, "life with the product". A large majority of advertising ideas fall into the category whether explicitly or more implicitly.

Image 4. "After Only" Strategy. The main focus is on the product.
Client: Wonderbra.
Agency: TBWA/Hunt/Lascaris.
Source: https://images.app.goo.gl/wWY3eU2Kwcz6qLam7

"Advice" Strategy

This is a lateral "we can help you" approach, usually expressed through the benefit. From this point, various ideas can grow. The advice strategy creates a positive image in the mind of the consumer. For example, a student team devised a campaign for U-Haul removal van hire. The word "haul" in the name "U-Haul" sounded like hard work until the team discovered various safety and time-saving techniques used by professional movers – U-Haul's competition on how to pack fragile items, load a van effectively, move a piano correctly and etc. They added a perfect tagline "We'll Help U-Haul" and a great campaign was created.
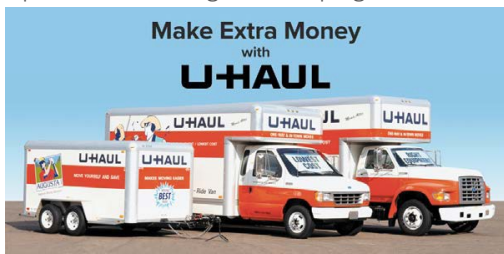

Image 5. "Advice" Strategy – a "U-Haul" campaign
Source: https://images.app.goo.gl/a6xpDqFdMbCvVY8q6

"Knowledge" Strategy

This is similar to the "advice" strategy. This approach demonstrates how knowledgeable the client is about the product, a subject related to the product and the market to which the product exists. For example, a vineyard could show how much knowledge, skill and care goes into its wine making, or wine making in general, or perhaps something related like food. These demonstrations of knowledge communicate to the consumer that this is a quality product or a service. The campaign idea that stems from the "knowledge" strategy can be lateral. For example, a mattress company could perhaps devise a campaign not around the knowledge of mattress, but the knowledge of "dreams". The simple tagline created by Richard Donovan and John Leaney "We understand sleep" underscores this lateral approach.

Image 6. "Knowledge" Strategy – a vineyard demonstrates knowledge about which food goes best with their product. Client: La Volta Rossa.
Source: https://images.app.goo.gl/1Xq7Cmqt8ScRo81s7

"Empathy" Strategy

This approach demonstrates how empathic the client is toward the consumer. It demonstrates to the target audience "We understand and care about you and your relationship with the product". Various ideas can come from the "empathy" strategy, but be careful not to sound patronizing or insincere. Regarding the TV concepts avoid using the standard clichéd voiceover "We understand what it's like to be a woman, which is why we developed…". In fact, you can be much more subtle about it, as with Johnson & Johnson's insightful campaign which uses the tagline "Having a baby changes everything".

Image 7. Empathy Strategy. Johnson & Johnson's produced a number of campaigns which reflect empathy strategy, e.g. when combined together, the tagline and the photo communicate a feeling of care.
Source: https://images.app.goo.gl/ThS2zQwX2bhH2wfz6

To sum up, in order to choose the right strategy or a combination of strategies, firstly define your clear proposal. The recipe is very simple: Strategy – Concept & Idea – Campaign & Tagline- Executions.

3.3. Types of Ideas

Tags:

Strategy; idea; campaign; ad; analogy and visual metaphor; interpretation; two in one; Product is God; exaggeration;

Introduction:

This unit is meant to inspire you to find new ways to sell your product/service, to expand your target audience, and find new markets as a result of boosting your original thinking. The session will teach you how to create effectively multiple campaign ideas. You will find some selected, practice-proven tips and tricks that you can employ when you get stuck in your brainstorming session. You will be introduced to some very effective ad tools, such as: "analogy and visual metaphor", "interpretation", "two in one", "Product is God," and "exaggeration." Furthermore, you will be advised to "spice up" your campaign by using an appropriate dose of humour. Several examples will be presented for illustration in order to create a better understanding of the subject, and to give you an inspiration for producing your own masterpiece of an ad.

Finding new ways to sell a product requires a certain amount of lateral thinking and a considerable amount of original thinking. Once you have a clear strategy in place, you should be able to create multiple campaign ideas. Your job is then to pick the best one or rather, the one that produces the best ads (Barry 2012).

If you get stuck at the brainstorming stage, here are some useful tips and tricks that would help you to overcome this obstacle. Note that in some cases a campaign can possess a combination of ideas or ideas tools. The list is comprehensive, rather than definitive, so may discover a type of idea/technique that has yet to be defined.

Analogy and Visual Metaphor

Analogy and visual metaphor both use one thing to represent another. An analogy is a partial likeness between two things that are compared often to help explain something, e.g. the human heart and a pump. Similarly, a metaphor is the application of the word or phrase to somebody or something that is not meant literally, but to make a comparison, e.g. "my boss is a snake" and etc. In visual terms, analogies and metaphors can include the use of symbols to represent something, e.g. red – anger, dog – loyal, cheetah – speed, elephant – gentle, yet strong. Simple analogies explain how it feels to go on a ride at Playland.

Image 1: Playland ad, Source: https://images.app.goo.gl/QetCDYacH6YpNCs36

Pirelli "Carl Lewis" could be describes as analogy and visual metaphor. Lewis represents power and speed, i.e. a motorcar. High heels on wet terrain represent control, or rather the need for proper control and grip – Pirelli tires. The idea is summed up by the line "Power is nothing without control".

Image 2: Carl Lewis by Annie Liebovitz for Pirelli
Source:https://images.app.goo.gl/VG27ggVkPvetfLCH7

Another example for a visual metaphor is the News Channel 1 ad, produced by the Euro RSCG Flagship. The "human camera" represents unfiltered lifelike coverage and analogy: it looks like there is no camera.

Image 3: News 1 and its visual metaphor
Source:https://images.app.goo.gl/h1TnfL5eFgwe7MkQ9

Interpretation

It is also known as the "you see/we see" idea. It requires a lot of imagination and direction to understand the comparison between the two things. Interpretations can be the viewpoint of the client, the consumer or both. (e.g. we both see the world the same way).

Image 4: Outward Bound
Agency: Loeffler Ketchum Mountjoy (LKM), Charlotte.
Creatives: Doug Pederson, Curtis Smith, Mike Duckworth.
Source: https://images.app.goo.gl/EgoJux3nLDu9Hhtb8

Image 5: Outward Bound
Agency: Loeffler Ketchum Mountjoy (LKM), Charlotte.
Creatives: Doug Pederson, Curtis Smith, Mike Duckworth.
Source: https://images.app.goo.gl/EgoJux3nLDu9Hhtb8

Two in One

These show a range of products and services (or the benefits and features within a product or service). Works well with a variety of double proposition because it simplifies the range by showing only two things.

Image 6: Yellow Pages.
Agency: AMV BBDO, London.
Creatives: Graham Storey, Phil Cockrell.
Source: https://images.app.goo.gl/rgCqpfnX47AMaKcRA

Another example is the Telefonica's proposition: *variety*, which through an abstract manner illustrates the "Two in One" ideation.

Image 7: Telefonica. The lowest call rates to Japan & Scotland. Agency Network: Y&R
Source: https://images.app.goo.gl/M1aAy36KXkPrV3nq6

Product is God

Such way of thinking is also widely apopular. An early example was the famous David Ogilvy's "The man in the Hathaway shirt". As you can see, the product plays an essential role and takes a significant place into the ad.

Image 8: The man in the Hathaway shirt, Agency: Hewitt Ogilvy, Benson & Mather. Creative: David Ogilvy.
Source: https://images.app.goo.gl/DK5TaBG3MerD6qZy9

Exaggeration

Exaggeration is another powerful approach that can accentuate a product's benefit. It is advisable to exaggerate the visual, but understate the copy. Alternatively, exaggerate the copy and keep the visual simple. To work with this technique, it can help to simplify your message, the main thing you want to say, into one sentence or one visual. Then, go beyond the reality and unleash your creative genius.
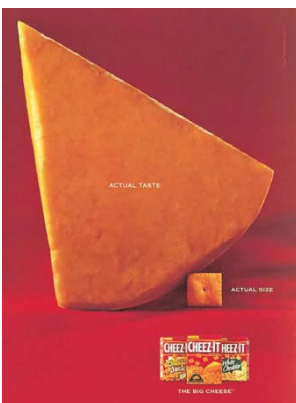

Image 9: Exaggeration technique. Client: Cheez.It.
Source: https://images.app.goo.gl/jHGUdzVCEbAhjBXy6

Amplifying the Benefit with a Sense of Humour

When you want to amuse your clients or at least to prevent them for taking your idea so seriously, it is a good point to use humour in the ad. The exaggeration could be used in order to pick their attention, but the humour is something that you have to be careful about. People smile on different things and it is your role to find the right way to entertain them. Please, consider some cultural differences and all related aspects. In order to produce a powerful ad, you have to consider the following aspects:

1. Identify the product benefit (one clear benefit)
2. Exaggerate a concrete visual element
3. Add humour to the mix by associating with common reference

Image 10: Omax Cameras: Beach Bum
Advertising Agency: Publicis India, Gurgaon, India
Creative Director: Emmanuel Upputuru, Anindya Banerjee
Copywriter: Emmanuel Upputuru, Anindya Banerjee
Art Director: Raylin Valles
Account Supervisor: Vivek Anand Advertiser's Supervisor: Pooja Jain
Illustrator:Chubheevit Studio Photographer: Chub Nokkaew
Source: https://medium.com/@kmofradm/the-power-of-exaggeration-227af924c7e4

Let us analyse the example above. It fulfils the aspects we previously mentioned.
1. Identify the product benefit: The lenses can capture images in a wide-angle.
2. Exaggerate a visual element: Make the angle as wide as (or more than) 180 degrees in the visual.
3. Add humour to the mix by associating with common reference: It may seem that the photographer is taking pictures of the sea, but actually with his wide-angle lenses, he is capturing something else.

References for Unit 3:
1. Barry P., (2012), *Advertising Concept Book*, Thames & Hudson; Second edition, SBN-13: 978-0500290316
2. Muntasir K., (28.06.2015), Advertisement Secret 01: The Power of Exaggeration, Medium.com. Retrieved from: https://medium.com/@kmofradm/the-power-of-exaggeration- 227af924c7e4

Recommendation for additional readings:
https://www.slideshare.net/KKHo8/innovation-management-4-innovation-culture
https://www.vcihome.com/competency_building/10-innovation-modules
https://www.sciencedirect.com/topics/social-sciences/cultural-innovations
https://hbr.org/2020/09/cultural-innovation
https://www.culturalinnovations.com/