

# OPPORTUNITY DRIVEN CREATIVITY

## Agenda:

- Conception of ideas
- Systematical generation of ideas
- From idea to business
- Cases

*Nothing in this World is stronger than  
an Idea whose Time has come  
(Victor Hugo)*

**Victor Hugo tells us, that preconditions define the strength of ideas:  
thus, timing is essential – and ideas are the children of their time**

*Example: industrial revolution: everything is subject to mass  
production – including sewing – however, the thread messes up  
and early sewing machines are unreliable –*

*-- until 1854: Singer files a patent on the needle with the hole in  
the pointed end. He overcomes a major technical obstacle to  
mechanical sewing, and conquers the market for sewing machines  
for several generations.*

*Ideas emerge as a logic  
Consequence of Needs*

**This axiom explains why good ideas seem to pop up simultaneously – when we are ready for them**

Example: The telegraph had been around for some years, when Graham Bell submitted his patent application on the telephone, February 14, 1876 *same day but a little later than Elisha Gray.*

Internet related inventions such as online auctions, matchmaking, dating, telephone, search engines, news streaming, booking, community services, chat fora etc. etc. pop up in less than a decade – all driven by an enabling telecom and IT infrastructure combined – just like the telephone followed as a logic consequence of the telegraph.

*It's the Early Bird that catches the Worm*

**Ideas appear as a logic consequence of need =>**

**The winner is the inventor and entrepreneur combined, who is**

- capable of perceiving needs
- convert them into solutions,
- bring them to the market

This **statement** emphasizes that you do not capture ideas unless you know what to look for – and are on the look-out => "The burning eye for opportunity"

This **statement** also underlines the importance of being able to execute quickly and efficiently

So the equation for creating a business is:

1. Look for pain
2. Generate a portfolio of pain-killers
3. Set up an appropriate business model
4. Act!

**Generating value-creating products/services that build on real pain is  
"OPPORTUNITY-DRIVEN CREATIVITY"**

### Elitist View on Creativity:

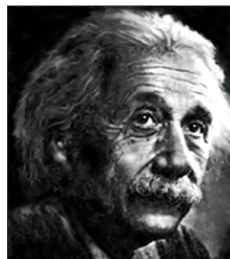
- A rare talent
- Unable to be taught
- Irrelevant to most employees
- An individual process

### Developmental View on Creativity:

- Available to all - within the scope of all jobs
- Released through training and development of personal potential
- Encouraged or discouraged within groups according to their climate
- Escapes from personal stuckness

### Conceiving Ideas

- Problem is understood =>
- The "Pain" is recognized =>
- Demand is formulated =>
- Solutions occur



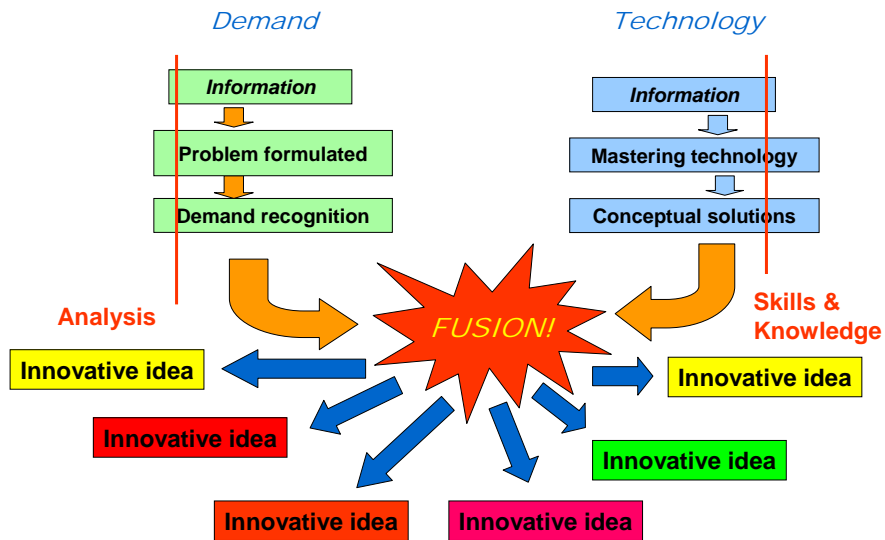
**The World will end in One hour. *What will you do?***

**I will spend fifty minutes figuring out what is the problem and ten minutes in solving it**

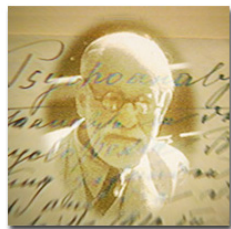
*Einstein stresses, that understanding the problem is the hard part!*

# The Engineering Approach

(Systematic product development)



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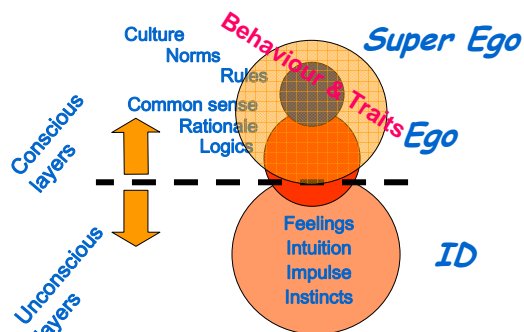
# Sigmund Freud 1865 - 1939



## Sigmund's Personality Model

Ideas are created when the unconscious layers are provoked by the conscious layers not being able to produce solutions to specific urgent problems. (*Frustration and anxiety prevails*)

The unconscious layers return myriads of ideas which are filtered in the boundary layers between the conscious and the unconscious



Freud's major achievement: the existence of - and relationship between the conscious and the subconscious layers of the human brain

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## Points from Freud's Personality Model:

### **Theorems** (*Unprovable statements – but accepted as truth*)

- The subconscious layers can be provoked into generating ideas by being fed with problems
- Unconscious material cannot be made available voluntarily
- Ego (rationale) is the Guard Dog

### **Creativity as related to our objective requires -**

- A correct formulation of the problem
- Stimulation (*frustration and stuckness prevails*)
- An open filter (*a receptive ego = apply common sense, logics and rationale gently*)
- Time

## An appropriate filter:

Keep the mesh open: don't kill strange ideas

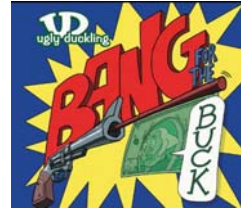
### **Suitable criteria for filtering, first run:**

- There must be a customer with real pain – and money
- Build upon your personal competencies
- Must be interesting: an idea that you are willing to invest your life in. (*more specifically: this course = 125 hours*)
- Eccentric, funny and crazy - is OK at this point.

*The distance between genius and madman is often short*

An appropriate filter:  
**Second run: tighten the knots**

- Many customers
- Wealthy customers
- A lot of pain
- A real pain-killer
- Knowledge (yours and your team's)



Preconditions that spur Creativity:

**Personal incentives:**

- You desperately want to set up a company
- You want your company to become a success
- Hence you need good business ideas

*Urges, feelings and ideas that are tied to anxiety, conflict and pain, and you're completely stuck = everything that drives the ID*

**Opportunity-driven creativity further thrives on:**

- Domain knowledge
- Business acumen
- Training
- Systematic diligence
- Repetition = production of ideas => more and better ideas

## Where do People get Their Ideas?

- **Start a company and see what happens**  
*The Job-shop*
- **Use your eyes and imagination - with a purpose**  
*Opportunity-driven Inventor*
- **Break out – make a spin-out**  
*Find opportunities in your domain*
- **Be disciplined and productive**  
*One idea per person per day*
- **Be a spy**  
*Build on others' success*
- **The top-down approach**  
*From mega-trends to idea*
- **The Forest Gump Approach**  
*Be there – be visible – be pro-active  
socialize – do good to others -  
and leave the rest to LIFE  
(Luck is earned, you know)*

## From Idea to Business I

### Get to know the market

Michael Porter's Market Model is a good entry

- The buyers
- The suppliers
- The competitors
- The threats, opportunities and trends
- **Competition: what is important?**
- **Where are your niches**
- **What strategies will work for you?**
  - The sleeping Lion
  - Riding the Tiger
  - The Trojan Horse
  - Let Mr. BIG lead you by the hand
  - Numskull Jack (Klods Hans)
  - The moving Target

## From Idea to Business II

### Assessing your business model:

The early indicators of business

- Sparring and consultancy
- Analysis: rough estimates and calculations
- Analysis of market and competitors: use the web
- Experimental work
  - *Technology: a prototype*
  - *Response: invite customers to your lab*
  - *Market: go out there, speak to customers, set up collaborative testing. See how your product really works!*
- Plan how to execute – and do it!  
*Entrepreneurs are doers - not planners!*

End of the day

Coming up next:

### Business law

Legal forms (Ltd., A/S, ApS etc.)

Holding companies: Pros and cons.

White Collar Workers' Act

Product Liability

Agreements in trade and between shareholders