

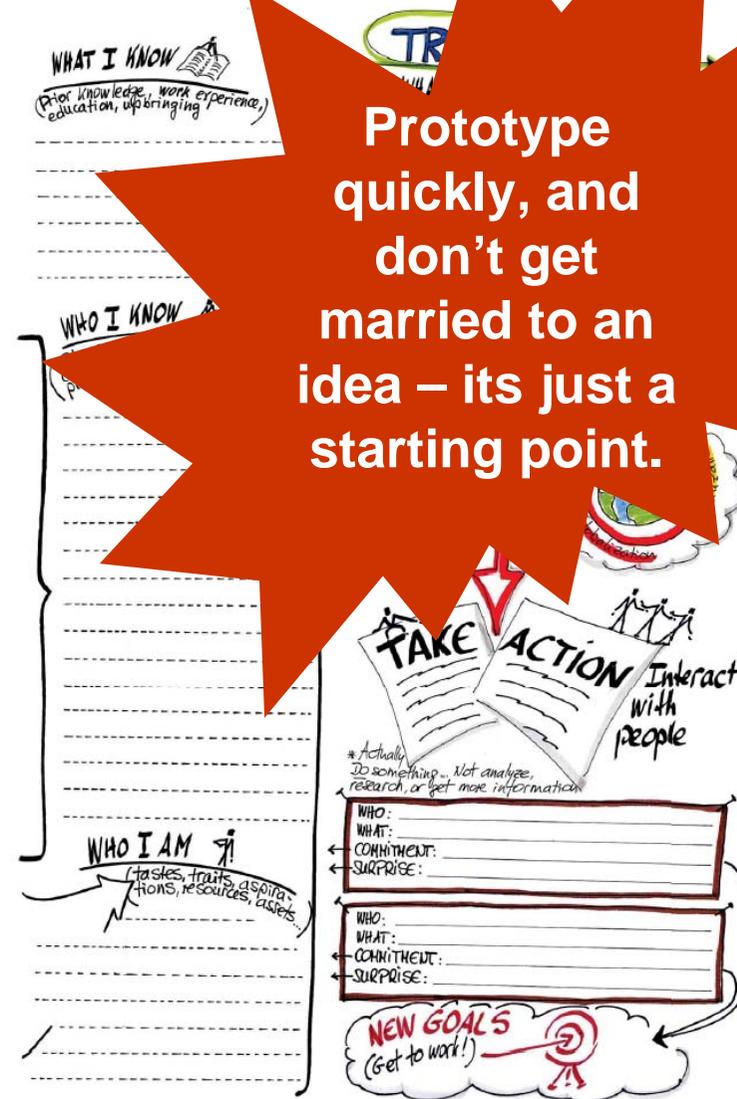
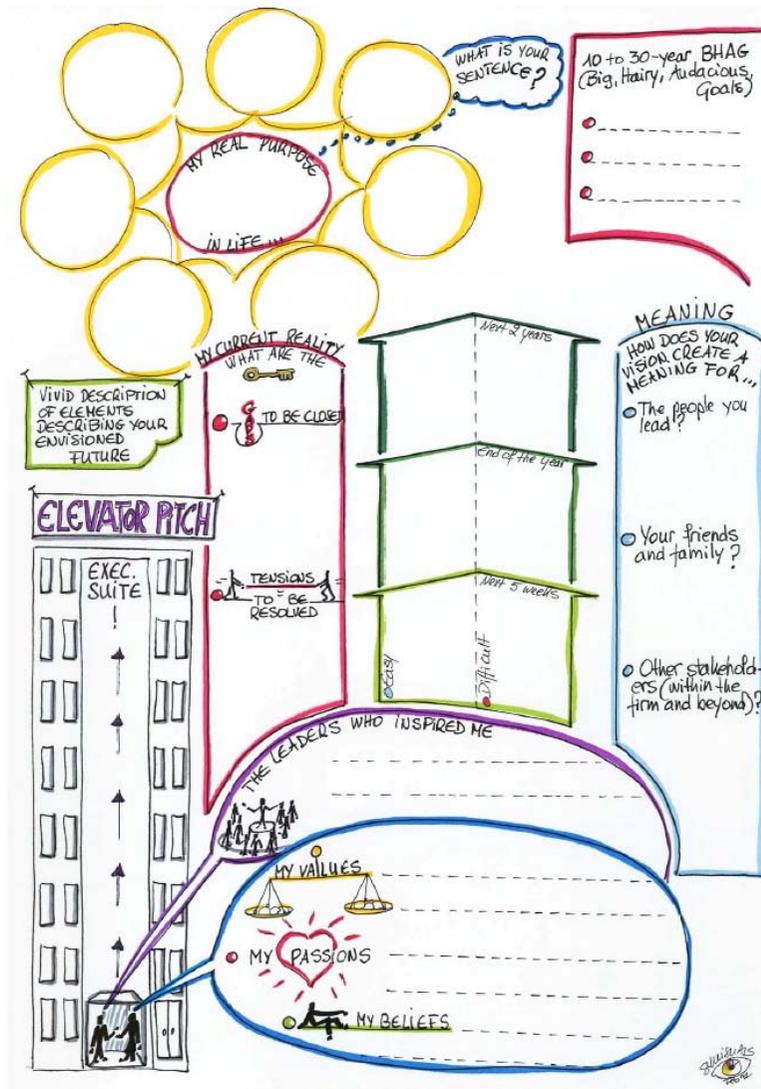


## Creativity and Transformation Types



Stuart Read

# Quick roadmap – we are beginning to transform means into “What Can I Do”?



Prototype quickly, and don't get married to an idea – its just a starting point.

## What Can I Do?

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- You will receive one transformation type
- I “suggest” one person in your group to use as an ‘application’
  - Group 1: Rajat (Deleting/Supplementing)
  - Group 2: Dmitry (Exaptation)
  - Group 3: Giulio (Ad hoc associating)
  - Group 4: Naoki (Re-weighting)
- Discuss the transformation type
- Try to apply it to their means & generate different possibilities for what they can do
- Work toward specific actionable things – and working to get as much volume as possible
- Back here, your group has two responsibilities:
  - Explain the transformation type to the group
  - Discuss how you used it (successfully or not) in the application of the person you selected

## Deleting/Supplementing

Adding and subtracting to something existing

- Any form of (re)combination – adding and subtracting to something existing.
- Supplementing can include elements related to the original means, product or service, or surprising combinations from unrelated domains.
- In the context of innovation, deleting/supplementing means looking at your means or product or service or idea and thinking about which features/elements/means you may want to add or remove to increase its attractiveness.
- There is really no limit to the possibilities for adding and removing product or service features in order to transform an offering.



# Exaptation

Convert something to a use for which it was not originally intended.

- Exaptation is a term from biology. It has been used to explain how feathers evolve, allowing birds to fly. One hypothesis is that they initially served as temperature regulators in some creatures, and were later “exapted” for a different purpose – flight.
- In 1897 researchers at Bayer, a drug company, found acetylsalicylic acid to be an excellent painkiller and fever reducer. They decided to call it Aspirin, and by 1899, a brand was born. The product was immensely successful, particularly with its effectiveness demonstrated during the Spanish Flu pandemic of 1918. When the patent expired in 1917, copies populated the market. But the product’s popularity only really fell with the launch of paracetamol (1956) and ibuprofen (1969). It seemed as though Aspirin was doomed. But in the 1970s, clinical trials showed the product’s efficacy as an anti-clotting agent – it reduced the risk of clotting diseases. Aspirin sales grew once more, spurred by its use as a preventive treatment for heart attacks and strokes – far from its original use.
- In innovation, the same idea can be used to describe the process of converting anything from one use to another. The innovator faced with a hammer asks themselves not only, “What can we do with a hammer?” but also, “What else can we do with a hammer beside hit nails on their heads?” This process of asking “what else?” over and over again may yield novel and creative new effects out of existing things. For many innovators, it’s just natural to exapt things.



## Ad hoc associating

Forces out-of-the-box solutions by combining or loosely unrelated ideas.

### Suggested process

- Write your means on small pieces of paper or post-its (one per post-it).
- Lay out the post-its out horizontally and choose 2-3 means randomly.
- Each person gets a large clean piece of paper, and starts by writing the 2-3 means across the top.
- Then each person tries to develop a new solution, inspired by the ideas at the top of the sheet. Describe or sketch new solution.
- Put the sheet back in the middle of the table, and take a new sheet.
- If you have another solution based on these means, create another sheet.
- If you do not, randomly choose 2-3 new/different means and start again.
- Force yourself to look for new combinations and don't hesitate to build on each other's solutions.



## Re-weighting

Increasing and decreasing the relative emphasis of features or attributes

- For innovators, re-weighting means changing the emphasis of a feature so that it bears a greater or lesser emphasis in a new and differentiated offering.



- BMW has gradually increased its emphasis (weighting) on “driver appeal” as it launches new product designs, toward “The Ultimate Driving Machine.” Volvo, in contrast, emphasizes the safety features of its cars.

Creation is rarely a moment of divine intervention, and more a simple transformation of things you already have or that already exist in the world



IDEA 1



IDEA 2





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