

Strategy Needs Creativity*

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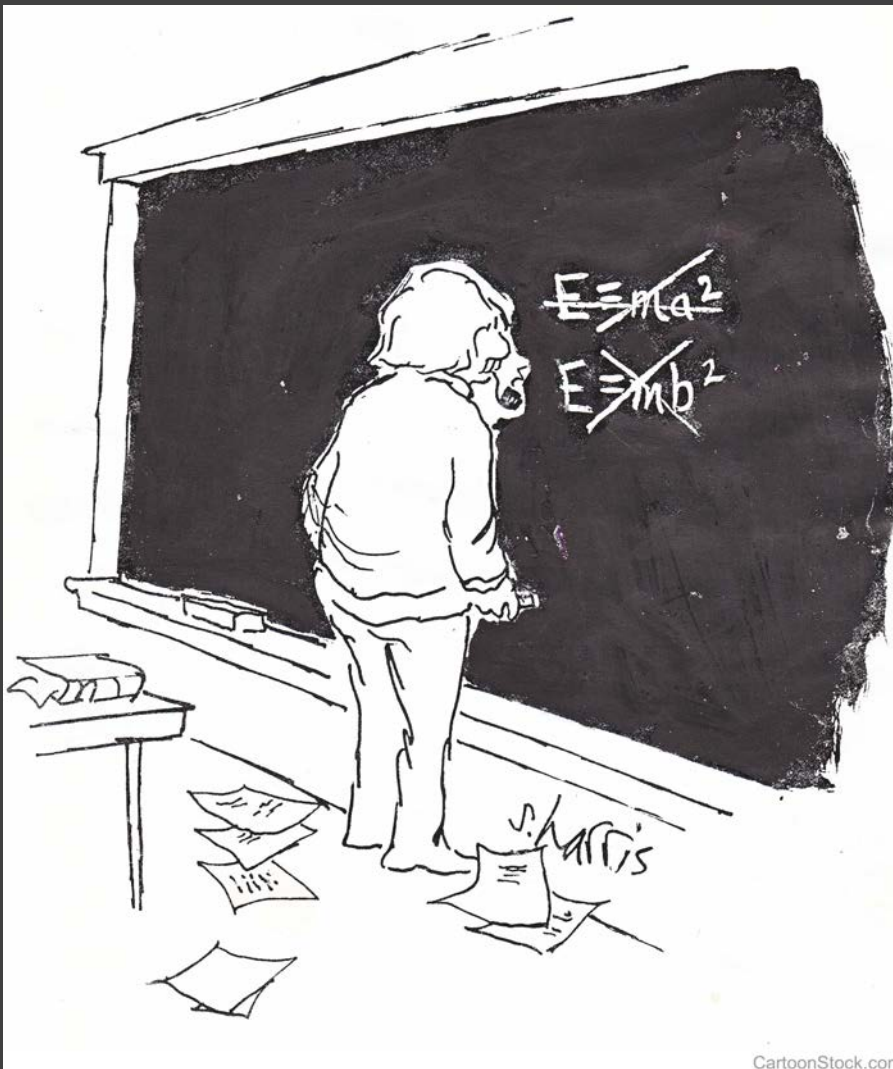
**“Competition existed long before strategy.
It began with life itself.”**

-- Bruce Henderson, founder of the Boston Consulting Group



“The differences between you and your competitors are the basis of your advantage.”

-- Bruce Henderson, founder of the Boston Consulting Group



“Creativity is seeing what everyone else has seen, and thinking what no one else has thought”

contrast

combination

constraint

context



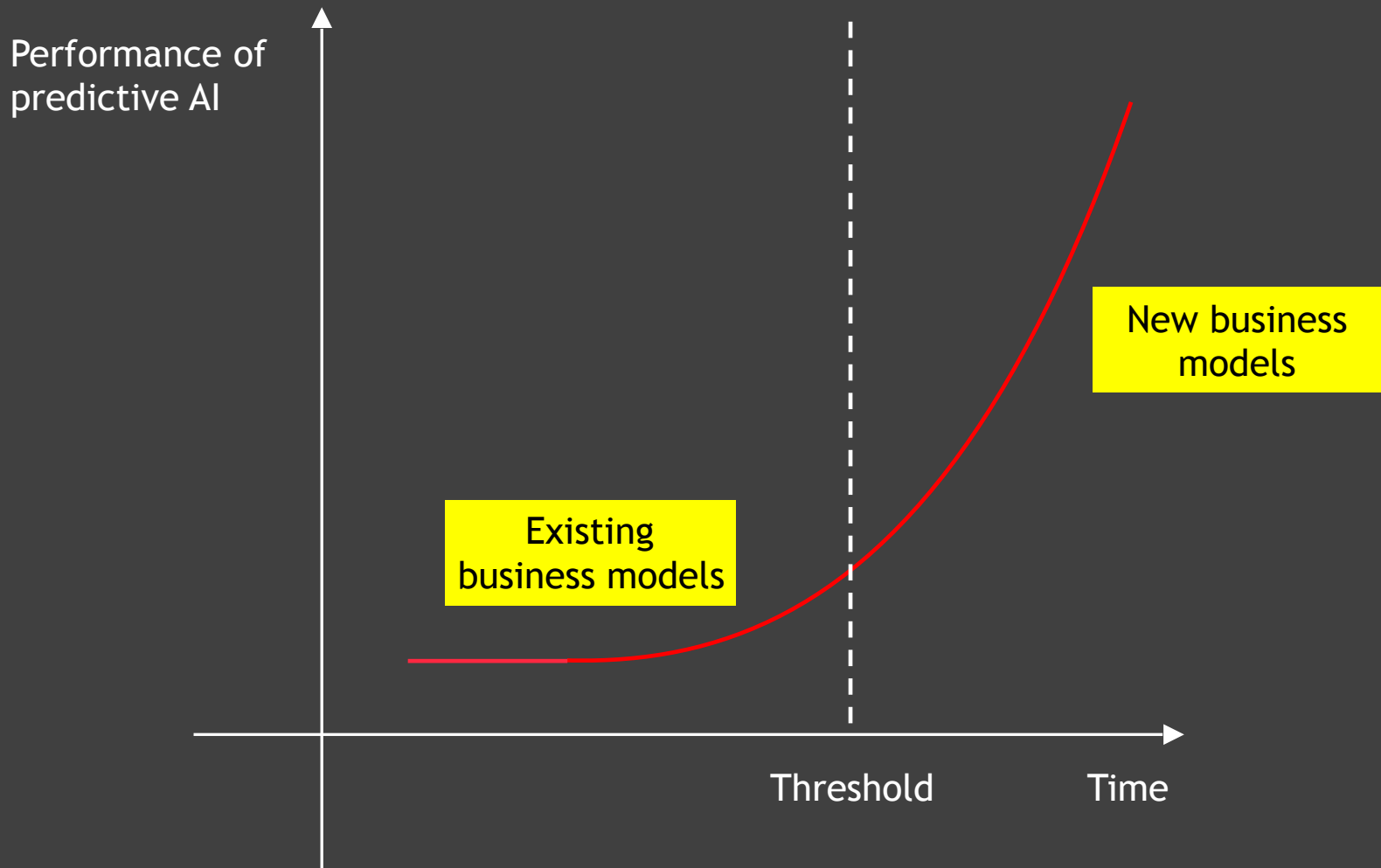
contrast

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context





From shop-then-ship to ship-then-shop



Think different.

... literally



LIFE PAINT™ VOLVO



CHALLENGE

Every year in the UK more than 19,000 cyclists are killed or injured. Accidents in the dark are more likely to be fatal.

SOLUTION

Life Paint. An innovative reflective spray turning ordinary items into high-visibility safety gear in the glare of headlights. Aimed at the cycling community and distributed through London's most influential bike shops. A project to demonstrate Volvo's safety belief: the best way to survive a crash, is not to crash.

RESULTS

- UK project seen in every country in the world.
- 5 million+ YouTube and Facebook views, £0 seeding.
- 130 million+ impressions with no media spend.
- 20,000 cans ordered in first week.
- Production increased tenfold to meet global demand.

**THE BEST WAY TO SURVIVE A CRASH
IS NOT TO CRASH**



Unbundling

<https://www.ignant.com/2013/08/19/spaghetti-bench/> (Pablo Reinoso)

How to begin:

Precisely identify the assumptions that underlie conventional thinking in your industry

Think about what might be gained by proving one or more of them false

Deliberately disturb an aspect of your normal work pattern to break up ingrained assumptions

What to watch out for:

Because the assumptions underlying your business model are embedded in all of your processes – and because stable businesses need predictability – it won't be easy to change course

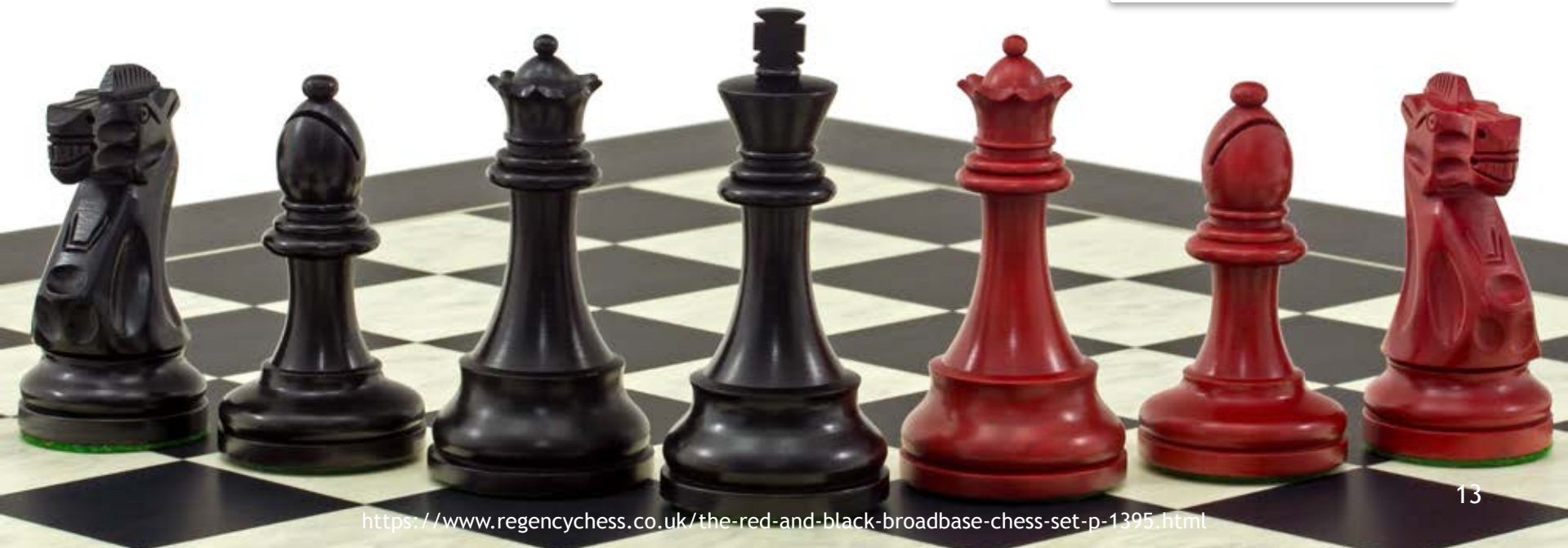
Organizations are very good at resisting change

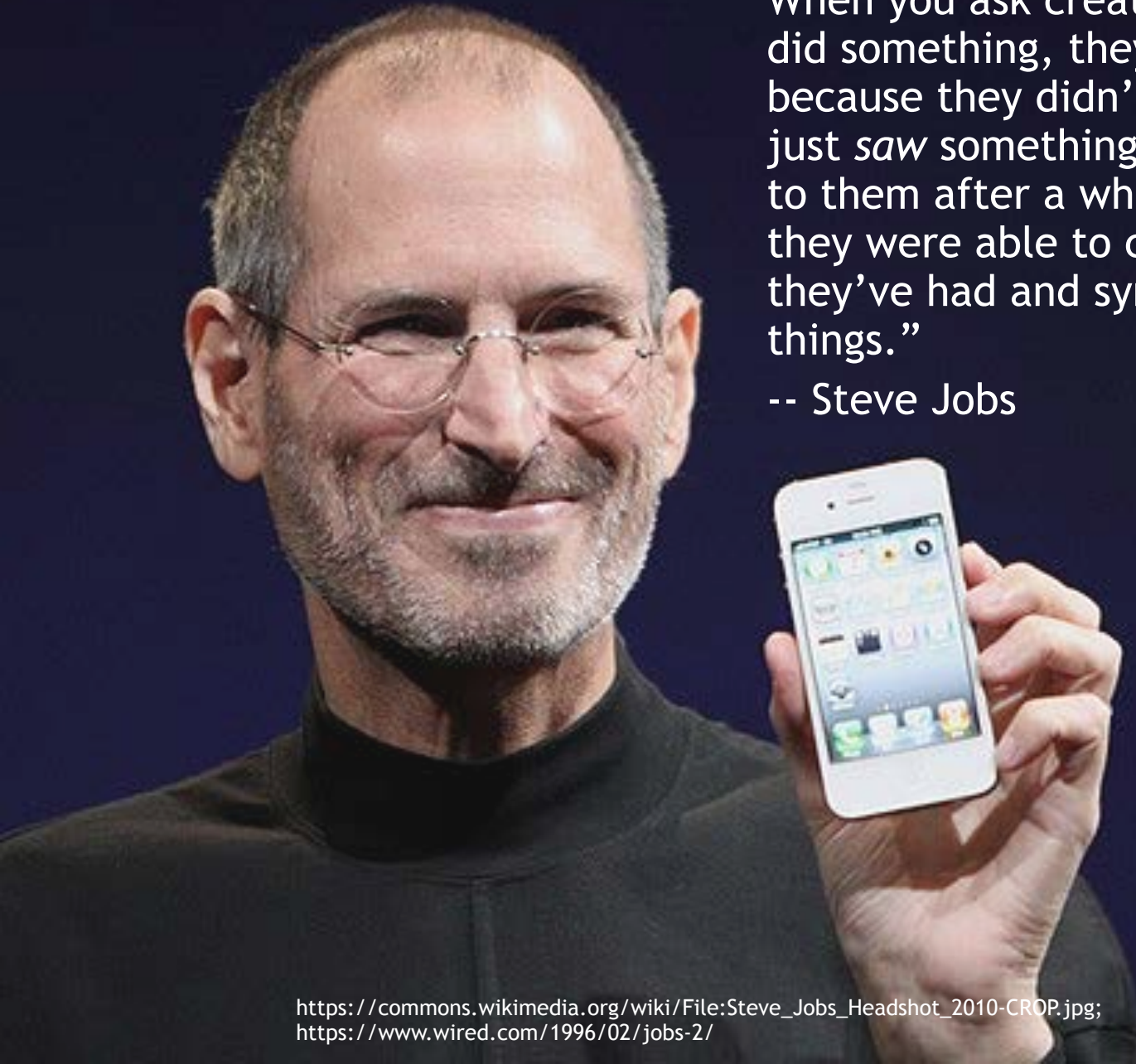
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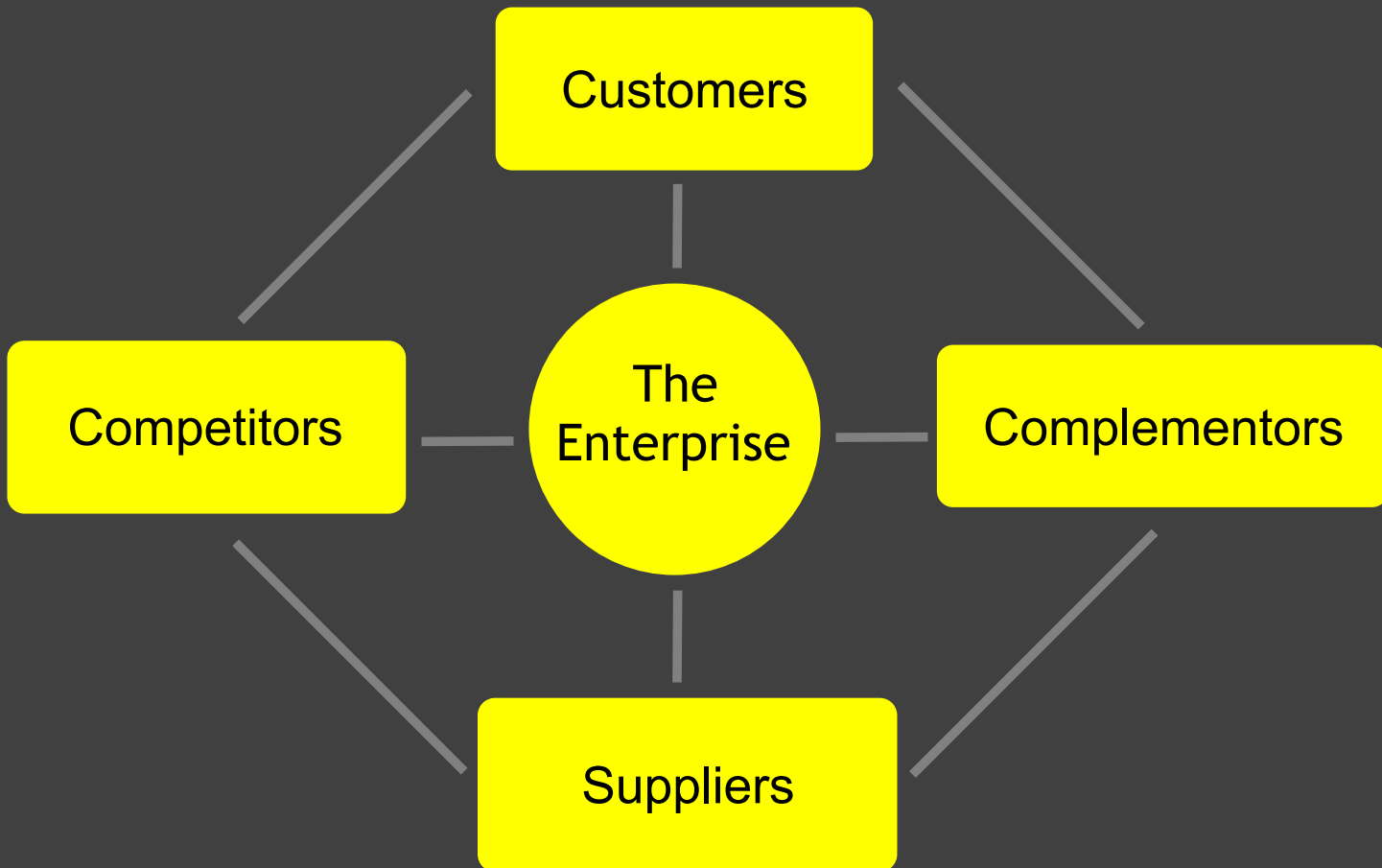
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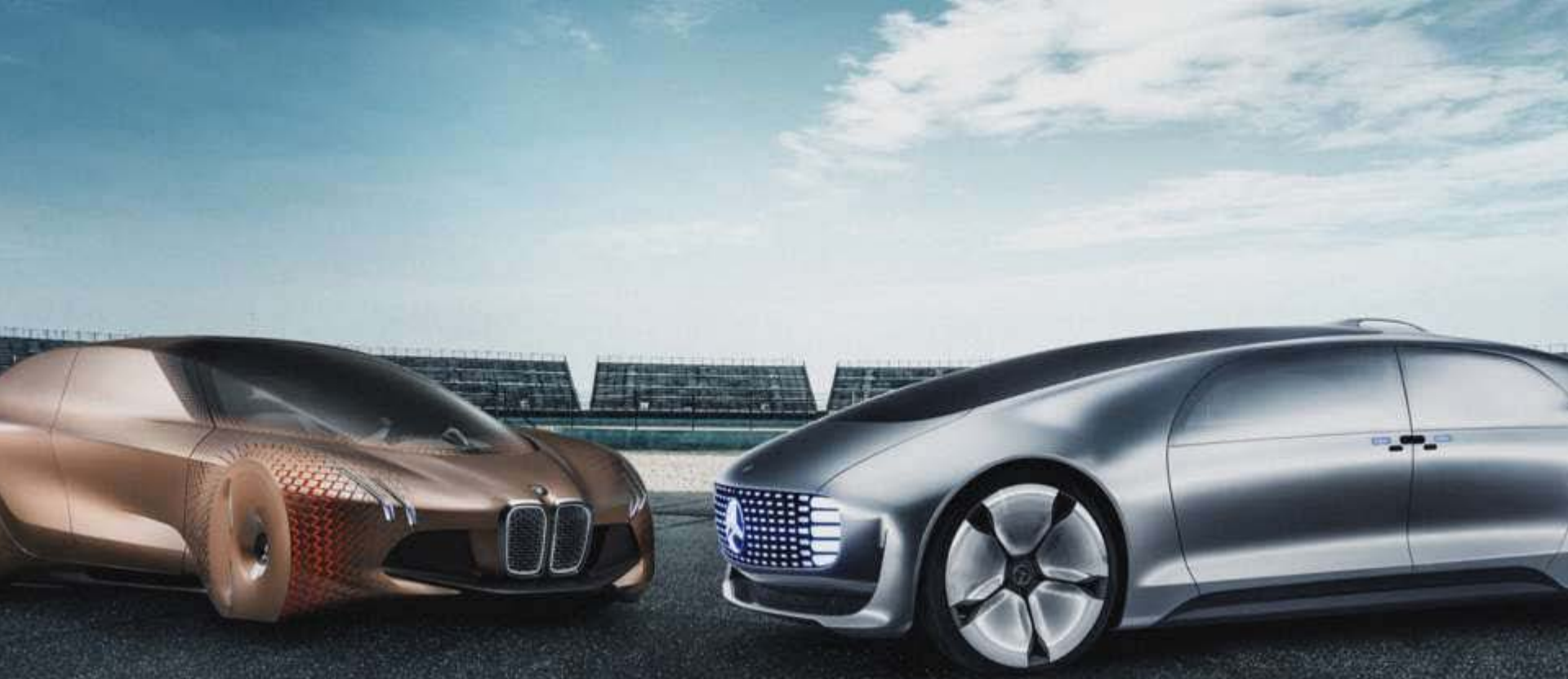




“Creativity is just connecting things. When you ask creative people how they did something, they feel a little guilty because they didn’t really *do* it, they just *saw* something. It seemed obvious to them after a while. That’s because they were able to connect experiences they’ve had and synthesize new things.”

-- Steve Jobs





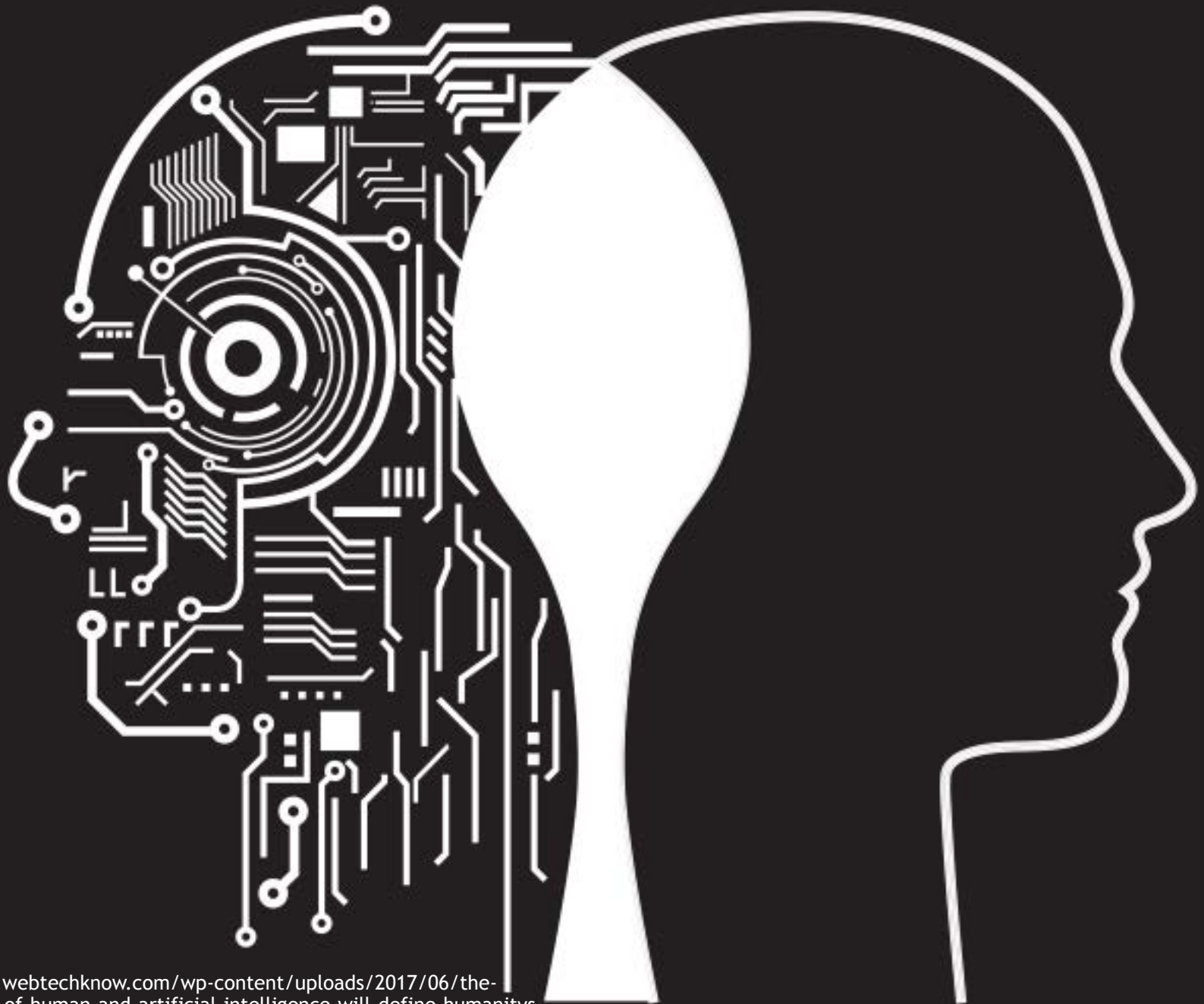
“Daimler announced today that it intends to enter into a joint venture with BMW to create a mobility powerhouse. With this move, two arch-rivals leverage competition and cooperation --- at the same time.”





IoT Blockchain

From Complexity Labs <https://www.youtube.com/watch?v=9fw8Q1Zd-mQ>



How to begin:

Form groups with diverse expertise and experience; brainstorm new combinations of products and services.

Looks for ways to coordinate with providers of complementary products (who may even be competitors).

What to watch out for:

Businesses often manage for and measure profits at the individual product or activity level.

But combinations require system-level thinking and measurements.

contrast

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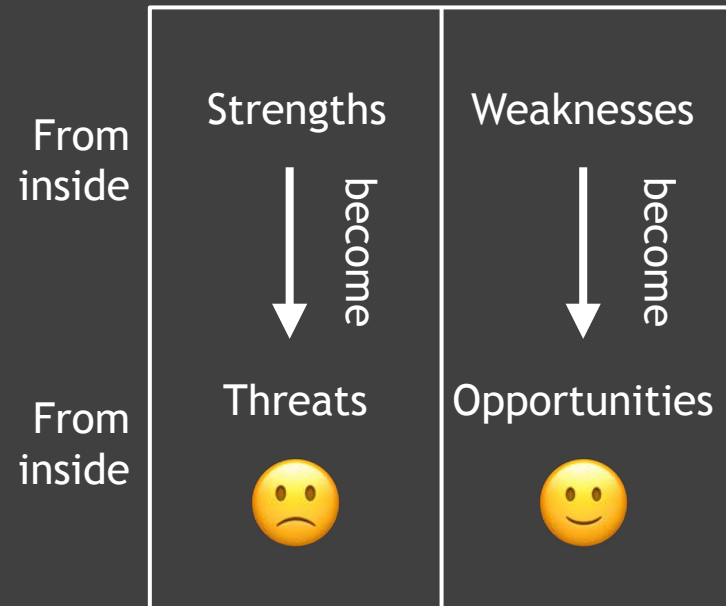


**“Creativity loves
constraints”**

-- Marissa Mayer at Google



OLD SWOT

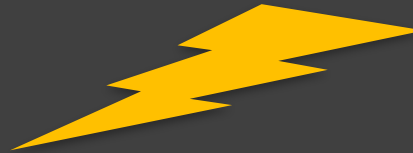


NEW SWOT

Columbia University



New York University



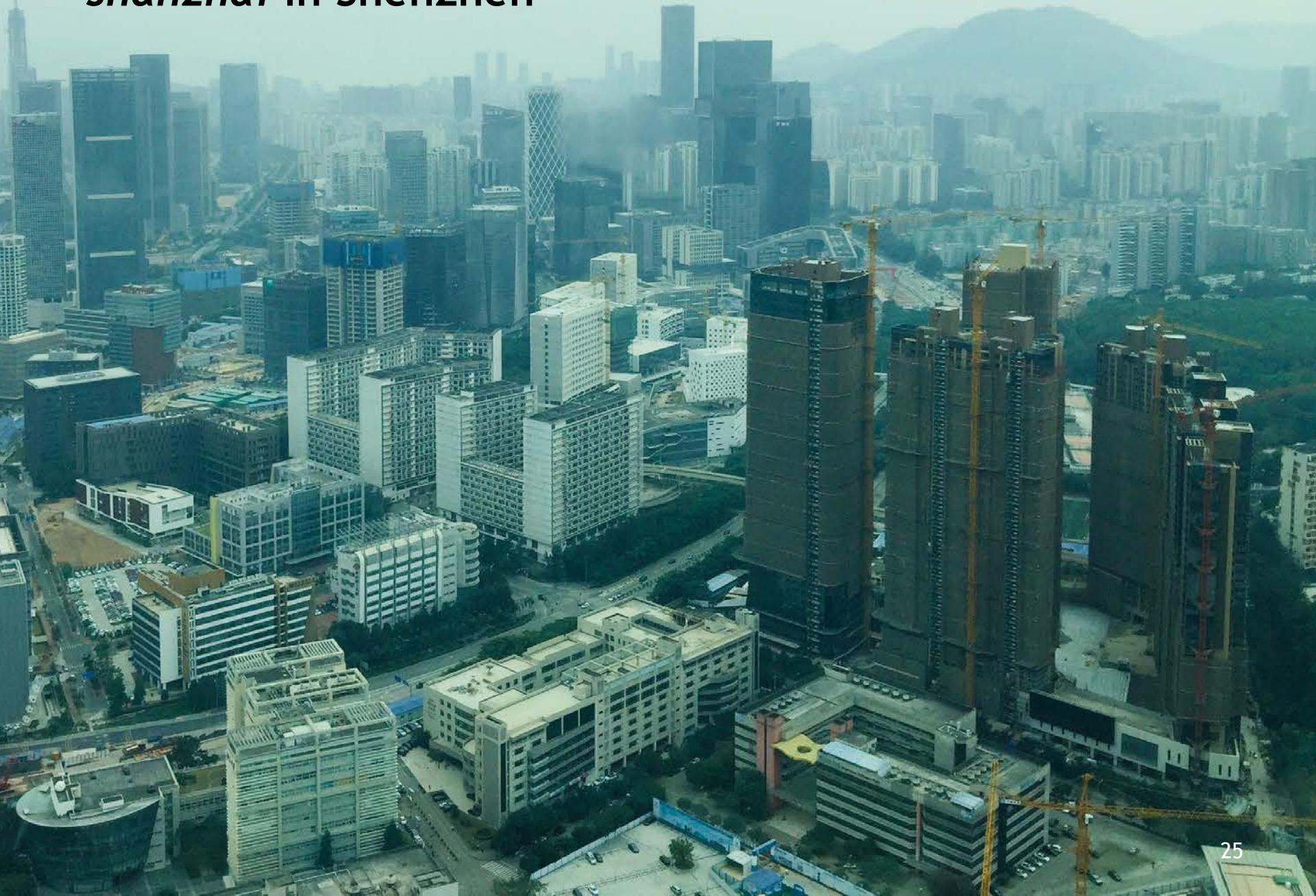
Shanghai



Abu Dhabi

<http://www.cs.columbia.edu/artemis/>; www.collegepond.com/new-york-university/;
<http://commonedge.org/looking-desperately-for-urbanism-in-shanghais-pudong-district/>;
<http://bahealthcare.ae/newsletter/>

shanzhai in Shenzhen





How to begin:

List the ‘incompetencies’ (rather than competencies) of your organization — and test whether they can in fact be turned into strengths.

Consider deliberately imposing some constraints to encourage people to find new ways of thinking and acting.

What to watch out for:

Successful businesses face fewer obvious constraints; people may feel no need to explore how new ones might create new opportunities.

contrast

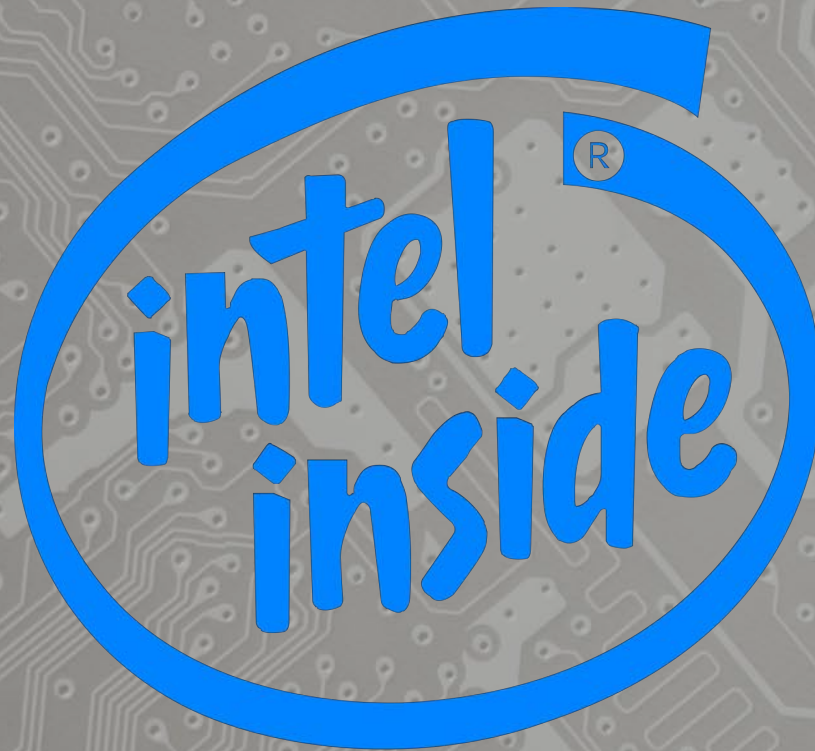
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How to begin:

Explain your business to an outsider in another industry. Fresh eyes from a different context can help uncover new answers and opportunities.

Engage with lead users, extreme users, and innovation hotspots

What to watch out for:

Businesses need to focus on internal processes to deliver on their current value propositions — but the pressure to focus internally can get in the way of learning from the different contexts in which other players operate.

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