

*Within your grotto
stars and roses tell their gems
"Nothing can't be done!"*

Idea Generation



If you are the kind of person that likes to read the instructions after you have already done the job, just to see if you did it right, then this could well be where you are starting. If so, we just want to let you know that there is some really insightful stuff in the first two chapters, and it may be worth your while to go back for a review. Let's go invent! But first, a few rules for our journey...

Rules of the Road

1. Value what you don't know.
2. Write down every idea.
3. Review ideas for improvements and connections.
4. Suspend judgment, keep an open mind. Stay loose until rigor counts.
5. When the time comes to make some decisions, be ruthless and courageous.
6. Have fun!

All dreams are the fulfillments of wishes.

—Sigmund Freud

We like to phrase our ideas in the way popularized by George Prince and J.J. Gordon in the 1950s and 1960s:

"I wish," followed by a headline of what we are wishing for.

- I wish for a slow and quiet machine, not a fast and noisy one.
- I wish for a product that is cheap and easy to make and that we can charge a lot for.

Wishing is American after all. This is a land where dreams can come true—and besides that, we all have a fairy Godmother who taught us that wishing is okay. So wish!

If wishing doesn't quite work, try the phrase "how to."

- How to put something hot and chewy on the store shelf.
- How to use our old technology in a new way.

Or our favorite, "what if."

- What if we replaced the hard plastic with bubble wrap.
- What if we put it in a can instead of glass.

RELENTLESS INNOVATION IS THE PRICE OF NEW PRODUCT SUCCESS

Contrary to popular opinion, 60 percent of product ideas that pass through a rigorous pre-launch process succeed.

By Christopher W. Miller, Ph.D., NPDP

We introduced tens of thousands of new products last year. We are good at it. We know the rules for new product development and when we follow those rules we succeed. Contrary to popular opinion, 60 percent of product ideas that make it through a rigorous prelaunch market and technical research and development process succeed. Unfortunately, we frequently limit our use of new product knowledge.

Product is technology merging with need. Our success as food product professionals in making the technology-need merger work has created unparalleled dietary variety at an astonishingly low cost for Americans. Technology is exploding outward. Labs are emerging in smaller companies and even in the basements of our "downsized" technical specialist associates. Leading technology is no longer in the hands of only the giant food companies. There is an impressive amount of knowledge on the street seeking a new home.

According to the Food Research and Action Center, the Urban Institute and others, five million children and an equal number of seniors are hungry in America. Fifty million of us face current or future risk from disease related to poor or excessive Western diets. These statistics represent real needs. These needs are not out there in an emerging future or Third World. They are our needs!

Exploding technology and rampant need will lead to major innovations at every step of the food value chain. There are eight steps prior to the leap of faith required of those who will participate in the cascade of relentless innovation to come:

- Ideas are infinite. There is always more than one right answer.
- Only those who attempt the absurd achieve the impossible. There are limits to what you can logically do. Logic may be excess baggage. Dump it. Don't worry, it won't go away ... you can get it back easily.
- Intuition is your friend. Twenty years of experience entitles you to a hunch, to go with a gut reaction.
- All things are connected. Diversity is strength. There is more power in combining technologies from different parts of the value chain than from pushing a single technical platform. Collaborate.
- Pain plus time equals humor. Laughing at your past is the first step to learning from it.
- Risk taking and resistance create a pro-survival balance. Both are key to successful innovation. Yet, you need 10 risk-takers to drag the weight of one, well-meaning "voice of reason".
- Creativity takes space. Creativity is sloppy and inefficient.
- Creativity requires practice and an intense desire to be good at it. You would not expect to play the piano on your first try. Your mind is a complex instrument.

At one time, we all knew how to take these steps. Now we need only remember. There is too much work to be done; too many needs to be met; too many exciting technologies to exploit for us to do anything else but become relentless innovators.

Reprinted from "Food Engineering"

Your turn—Target a minimum of 100 ideas!

What kind of product are you wishing for?

1. I wish...to eat and not get fat.
2. I wish...to use existing vendor relationships.
3. How to...get the money to do it.

NOTE: The jargon is optional. It works to help us stay positive and forward looking. Some find that it is too much of a gimmick. But until you try it, you won't know what is right for you.

1. **How to...***eat jelly beans in bed*

2. **What if...***we sold my little sister to the circus for 25 cents; what would mom do?*

3. **What if...***we developed a series of action movies that parody the Godzilla movies*

4.

5.

6.

7.

8. **How to...**

9.

10.

11.

12.

13.

14.

15.

16.

17.

18.

19.

20.

You need more ideas. Ask around, ask other people for ideas. The rule here is to write down *every* idea you get whether you like it or not. Don't be bashful; use the phone or e-mail.

21. **How to...**

22. **What if...**

23. **What if...**

24.

25.

26.

27.

28. How to...

29.

30.

31.

32.

33.

34.

35.

36.

37.

38.

39.

40.

41.

42.

43.

44.

45.

46.

47.

48.

49.

50.

- If you would like to continue your exploration for beginning ideas, try one of the exercises at the end of this section. A little advice- be playful and approximate in your thinking. This is not the time to be judgmental. Remember Rule #5- "*Suspend Judgment, keep an open mind*".
- You may find special benefits in the section on *Mining the Trends* if your topic takes advantage of new technology or an emerging need in your market.
- If you want to skip the exercises, continue. At any point when you feel you have enough beginning thinking on paper, go to Chapter 4, "*Choices*".
- Keep in mind our primary objective at this point is **quantity**.
- Never look for a good idea in this early stage; just look for another idea.
- Remember...

$$\text{Creativity} = f(\text{Quantity} * Q) * C$$

(Creativity is a function of the quantity and quality of ideas)

Ideation continued:

51.

52.

53.

54.

55. I wish...

56.

57.

58.

So... You found that you have a few more ideas.

GREAT!!!

Keep pushing and use the exercises.

59. What if...

60.

61.

62.

63.

64.

65.

66.

67.

68.

69.

70.

71.

72.

73.

74.

75.

76.

77. How to...

78.

79.

80.

81.

82.

83.

84.

85.

86.

87.

88.

89.

90.

91.

92.

93.

94.

95. I wish...

96.

97.

98.

99.

100.

Add pages as needed.

Be sure to insert them in the book at this point. Keep the ideas numbered and the pages numbered.

Note: When we manage a group **ideation** session, it is not unusual for us to start with 350 ideas as a warm up. It is unusual for us to move toward selecting with less than 150.

Mining the Trends

The following process is a simplified version of the invention sessions we have run in more technology-oriented situations. It is one of those processes that seem simple, but anyone associated with trend work on either the marketing or engineering side of the house will help to change your mind on that rather quickly. Read Schnaars, *Megamistakes: Forecasting and the Myth of Rapid Technological Change*.

Accuracy of the forecasting aside, we have had several remarkable successes with the approach. One of our favorites was *Slush Cups* by Lipton, a product that came from a technical advantage, a soft freeze technology, and a slightly confused look at what the microwave can do. Both soft freeze and microwave cooking were presented as technical trends in the session.

Purpose

The purpose of this activity is to help you to invent product and service ideas that more closely match your existing business, and with luck, more precisely fit where your business will be when the product is introduced.

We won't get into sophisticated technology modeling and forecasting in this workbook. Nor are we likely to convince you to sign on for one of the consumer trend services. You can get some really great material from some of these services. I believe you can sign on to the *Yankelovich Monitor* at this time for an amount in the five figure range. Don't take my word for it, talk to them.

There is an information source out there for almost every industry need. Here are some no- or low-cost options as a starting place:

- Technology Review (M.I.T.)
- Government Printing Office
- Business Assistance Program
- CPI (Consumer Price Index) Summary
- National Laboratory Websites
- Just spend time on line

But for my money, an excellent source that you should consider is *The Futurist*. *The Futurist* is published by The World Future Society. They can be contacted at <http://www.wfs.org/futurist>. The subscription price is about \$35.00 per year.

You will want certain resources for this exercise:

- Your company's mission statement
- Your company's annual report
- A roster of technical employees and their degrees and publications
- A collection of journals specific to your market; trade journals, etc.: *Food Processing*, *Computer World*, *Training*
- Recent internal reports that relate market or technical trends in your company or industry

List the resources you have compiled:

Basic Steps For Mining The Trends

1. List leading technical capabilities
2. List expected technical capabilities in each area (trends)
3. List characteristics of your current customers and their needs
4. List market trends
5. Randomly mix; that is, take Technology #3 and merge it with Trend #7
6. Invent at the intersection

1. List Leading Technical Capabilities

Look through your resources and generate a list of your current technical capabilities.

Examples:

- We are the lowest cost producer in the southeast.
- We know how to provide service in the field.
- We are the best in the business at injection molding.

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

2. List Expected Technical Capabilities (Trends)

Now look through your resources and generate a list of your expected technical capabilities (trends).

Examples:

- Our Montreal Plant will be on line in October.
- All of our field technicians will be able to provide remote diagnostics by March.
- Stronger plastic film will provide a new material for our old ideas.

1. 3 years: _____
5 years: _____
2. 3 years: _____
5 years: _____
3. 3 years: _____
5 years: _____
4. 3 years: _____
5 years: _____
5. 3 years: _____
5 years: _____
6. 3 years: _____
5 years: _____
7. 3 years: _____
5 years: _____
8. 3 years: _____
5 years: _____

3. List Characteristics of Your Current Customers' Needs

Based on the list of resources, generate a list of market characteristics.

Examples:

- Our customers are generally women between 18 and 34.
- All of our distributors have sales people who work on commission.
- There is resistance in our category to spending more than \$3.00 for our current product.

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

4. List Market Trends

Look through the resources and generate a list of market trends.

Examples:

- The number of 18 - 34 year-old women will increase by 20% by the year 2020.
- American women report anticipating that time will be their number one concern for the next five years.
- Women under the age of thirty have greater disposable income than their male counterparts.

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

5. Randomly Mix

Put all of your technologies and trends on 3 x 5 cards.

Shuffle

I suppose I could make these instructions more complex so you will feel that you are getting more value, but trust random numbers. After you read *Megamistakes* you will see they work as well as logic. (This is from someone who makes part of his living helping companies with their strategic planning.)

Actually, I am assuming logic. Most people find ideas naturally, as they pursue the first four steps. Relationships will emerge for you. These ideas should be added to your list of "I wishes", "How to's", and "What if's".



6. Invent at the Intersection

Play solitaire with the cards. Place three on the table in front of you.

- What do they suggest?
- Add these ideas to your list.
- Repeat the process.
- Reshuffle as needed.



Exercises and Excursions

1. The Unlikely Consumer Review
2. Attribute Matching
3. Reverse Attribute Matching
4. Competitive Analogies
5. The Basics
6. Criteria Crunching
7. Spiders
8. Mental Walk Around
9. Planes, Trains and the People You Meet
10. The Big Stink

For more explanation on why these work, and for creating your own exercises, see the Appendix.

Exercise One – Unlikely Consumer Review

1. The first step is to get away from the task...take a break...go to lunch.
2. Make a list of all possible end-users (consumers and customers) of the product category upon which you are working. Be broad in your definition of user. E.g., topic: salty snacks-back packers wearing short pants, picnickers, ants, partygoers, truckers... (Hint: get weird! Write down the most unlikely consumer you can think of.)

1. _____	8. _____
2. _____	9. _____
3. _____	10. _____
4. _____	11. _____
5. _____	12. _____
6. _____	13. _____
7. _____	14. _____

Place a check by three of the most absurd examples.

3. Write each example you choose at the top center of a clean sheet of paper and simply list the ways and means of application, the needs being met by the product category, and any other relevant or irrelevant material that comes to mind.

Example:

- Ant Twinkies
- Decoy snacks to attract the bugs away from the picnic
- Decoy snacks for over-eaters

4. Spread out these sheets in front of you and draw out absurd connections and ideas.

Example:

Potato chips that ants would use as umbrellas. (You know,...the ants go marching...to get out of the rain...tramp, tramp, tramp.) If you're having trouble, read step five. Seeing how it fits together might help. (Hint: If you are having trouble, you're working too hard!) Now you try it:

1. I wish... _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

8. _____
9. _____
10. _____

5. Connect these absurd ideas back to the task approximately. By connect, I mean use these absurd ideas to help you respond to the task.

Examples: Using Potato Chips as Ant Umbrellas

- I wish to create a snack that is clothing until you eat it.
- How to create a snack that is multi-functional.
- I wish for a snack that is a toy.

Go into ideation and add more ideas to your list earlier in Chapter 3.



Exercise Two – Attribute Matching

- Stand up ... walk around ... get a drink ... beat on the candy machine ... go home and come back tomorrow
- Look at the ideas you have listed to this point. Make a **list of** attributes that you see appearing repeatedly in the ideas. Be broad in your thinking.

Example: salty snacks-salty, crisp, small batches, earth colors, low cost, kid appropriate, etc.

Attributes

- | | |
|----------|-----------|
| 1. _____ | 8. _____ |
| 2. _____ | 9. _____ |
| 3. _____ | 10. _____ |
| 4. _____ | 11. _____ |
| 5. _____ | 12. _____ |
| 6. _____ | 13. _____ |
| 7. _____ | 14. _____ |

- Using these attributes, generate more ideas that might challenge your current thinking. Modify and add to your list.

Example: I wish for a salty variation of the mall, fresh-made cookie idea.

Your turn, again

- I wish... _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Add these ideas to your list, starting with the next available item number.

Exercise Three – Reverse Attribute Matching

The seeds of great ideas are available in the opposite concept.

- Stand up ... walk around... get a drink... beat on the candy machine ... go home and come back to it on Monday.
- Look at the ideas you have listed to this point. Make a list of repeated attributes that you can identify in these first ideas. Be broad in your thinking.
Example: salty snacks – salty, crisp, small batches, earth colors, low cost, kid appropriate, etc.

Repeated Attributes

- | | |
|----------|-----------|
| 1. _____ | 8. _____ |
| 2. _____ | 9. _____ |
| 3. _____ | 10. _____ |
| 4. _____ | 11. _____ |
| 5. _____ | 12. _____ |
| 6. _____ | 13. _____ |
| 7. _____ | 14. _____ |

- Now reverse them. Take each attribute and reverse it. Make each word into its antonym or opposite.

Example: salty snacks – No salt, soggy, large volume, bright/fluorescent colors, high cost, not recommended for children, etc.

- | | |
|----------|-----------|
| 1. _____ | 8. _____ |
| 2. _____ | 9. _____ |
| 3. _____ | 10. _____ |
| 4. _____ | 11. _____ |
| 5. _____ | 12. _____ |
| 6. _____ | 13. _____ |
| 7. _____ | 14. _____ |

- Pull ideas suggested by this list that might challenge your current thinking. Modify and add to your list.

Example:

A tart, edible globe within a liquid center of liqueur flavors.

**Your turn, again**

1. I wish...

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

Add these ideas to your list, starting with the next available item number.

A STORY

Shortly after studying the reverse concept, an engineer found that he had lost his good glasses in the autumn New England woods. Frustrated, and with the daylight rapidly fading, he remembered the lesson. He decided that he would define Night as the solution to finding his glasses and not as a problem. This gave him the answer. He came back after dinner with a big flashlight.

The moral – The opposite may not be the answer, but it may well open a whole new realm of thought.

Exercise Four – Competitive Analogies Exercise

1. Get operational for a while ... stand up ... leave your office and get to where people in your company are actually touching customers. Go to the factory floor or customer service; answer the 800 number for a while. If you can't do it physically, do it mentally and take at least 15 minutes at the exercise.

2. List your major competitors.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

3. Select five competitors that you feel are representative and list them below. Make sure your company is among them. Beside each competitor, write a movie title that best describes the attributes you associate with that company. Now reverse them. Take each attribute and reverse it. Make each word into its antonym or opposite.

Example: Salty Snacks Company

Company

Generic Potato Chips, Inc.
Your Company

Movie Title

The Maltese Falcon (in B&W)
Sleeping Beauty

Company

Movie Title

- | | |
|-------------------|-------|
| 1. _____ | _____ |
| 2. _____ | _____ |
| 3. (your company) | _____ |
| 4. _____ | _____ |
| 5. _____ | _____ |

4. Think about what characteristics each title suggests. What advantage do these titles suggest that your company may have over its competition?

Example: Our company (Sleeping Beauty) is more animated than generic (The Maltese Falcon). It is shorter so it could move more quickly if we could wake it up and get it going.

5. Now, what kind of product does that make you wish for?

Example:

- I wish we could go for a lot of small product introductions rather than for the big hits.
- How to get management to wake up and find the hidden jewels within our own people.

6. What company weaknesses do these titles suggest?

7. What ideas do these weaknesses suggest?

Add your ideas to the list, starting with the next available item number.

Exercise Five – The Basics

We recommend this exercise for use early in your process. This is, of course, **Tesla's** suggestion – be alone. There are many forms of being alone, from music to meditation, but let's be pragmatic. We are going to assume that if it is sophistication you want, you will find stronger support elsewhere (Transcendental Meditation, mountain tops, stress management courses).

This approach is based on the following: We run from meeting to meeting and problem to problem with very little timeout to 'think.' That is, **To Think** for an extended and unintended period. Our usual work pattern involves multiple problems needing ideas and decisions or analysis in something of a random pattern. This mental jumping is one part of management that many of us like. However, we also know that for pushing beyond, for seeking new ideas, the office is not always the best place.

Follow These Steps:

1. Take a clean pad and a sharp pencil and go somewhere where it is quiet and you are alone. Budget 30 minutes. That is all you can possibly manage if you are not accustomed to this.
2. Jot the task down at the top of a clean sheet of paper and set it aside.
3. Sit and jot down ideas that come to mind, related or not. Any idea will do. **If nothing comes to mind, just sit.**
4. After 30 minutes, review your notes and go to your idea listing. Add any new ideas that are on your pad.
5. Go back to continue your ideation process. Or you may want to jump right into "Spiders," exercise seven.

... and remember, in the future, when all else has failed, think! Given half a chance, you are probably pretty good at it.

Exercise Six – Criteria Crunching

1. Stand up...walk around...get a drink...beat on the candy machine...go home by a different route and come back tomorrow.
2. Generate a list of ten or fifteen criteria for "a good idea."

Examples:

- Meets needs of existing customers
- Internal acceptability

3. Appropriate fit with product line

Criteria

- | | |
|----------|-----------|
| 1. _____ | 8. _____ |
| 2. _____ | 9. _____ |
| 3. _____ | 10. _____ |
| 4. _____ | 11. _____ |
| 5. _____ | 12. _____ |
| 6. _____ | 13. _____ |
| 7. _____ | 14. _____ |

4. Look at the criteria you have listed. Make a list of **repeated attributes** that you can identify in those first ideas. Be broad in your thinking.

Repeated Attributes

- | | |
|----------|-----------|
| 1. _____ | 8. _____ |
| 2. _____ | 9. _____ |
| 3. _____ | 10. _____ |
| 4. _____ | 11. _____ |
| 5. _____ | 12. _____ |
| 6. _____ | 13. _____ |
| 7. _____ | 14. _____ |

5. **Reverse the criteria. Turn them into the opposite.**

Examples: (see prior examples)

- Meets the needs of a totally different market group
- Unacceptable internally / heresy
- Does not match the rest of our product line

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

6. Pull ideas from this list that might challenge your current thinking. Look at the reversed criteria and repeated attributes together.

Examples:

- I wish we could go into large scale potato chip bidding. E.g. the Navy, a new market.
- I wish for a potato blight that would force us to replace the base of our product.
- How to switch to a non-food product – sell pulp wood off the company property.

1. **I wish...** _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____

Add these ideas to your list, starting with the next available item number.

Exercise Seven – Spiders

“Spiders” is one of our favorite ways to drive out related ideas of any sort. It has some of the same elements as attribute matching and mind mapping, yet it is much less sophisticated and much more portable. The idea here is to branch out from one idea and associate other words.

1. Select some key words from among your favorite ideas.
 - From the criteria crunching
 - From the early ideas you generated
 - From your time “thinking” alone

Seek key intriguing **words**, not ideas that you feel are the best.

2. Place a word in the center of a blank sheet of paper and draw a circle around it. Draw 8 or 10 spokes going out and put related words at the end of each spoke (use the thesaurus or dictionary for help). Do a second round of this. See the attached example.
3. **List** ideas that these words suggest and add these ideas to your list. Repeat as often as needed with different words.

EXAMPLE FOR SPIDERS:

Develop an alternative use for a mobile robot technology



Exercise Eight – The Mental Walk Around

The mental walk around can go any one of a number of directions. We will outline a specific set of instructions and an example, but we expect you to adapt it to your own situation.

1. Grab a pad with lots of paper and a stiff backing and a pen.
2. Walk to the origins – the site where a product in your company originated. You decide what or where this place is. Perhaps it is a particular drafting board in Engineering or a laptop computer in Marketing. Wherever it is, get there physically.
3. Draw a line down the center of your pad. On the left-hand side, write descriptions of the environment around your product development cradle, the site where the product idea originated.

Example:

Picture of the engineer’s kids
 T square
 Computer
 Notebooks
 Sandwich bag
 Paper clips
 Dirty floor

4. On the right side generate possible ideas that come to mind based on these descriptors:

Example:

Picture of the engineer’s kidsMentor matching
T square.Catalog sales
ComputerComputer-to-computer trading system, Big Brother is watching
Notebooks.Local business trend magazine
Sandwich bagFood preference detail for restaurant relationships
Paper clips	
Dirty floor	

5. Now, “Ease on down...ease on down the road”. As the song says, go to the next key stop on your product’s road to development and repeat this on a new page (purchasing, manufacturing, Kuala Lumpur).
6. When you have had enough, add these new ideas to your list.

Hint 1: As you are walking around, let people know what you are doing and get them to volunteer possible idea candidates. Be sure to write down *whatever* they say, *exactly* the way they say it. This idea may be something you’ve already thought of or an absolutely terrible idea, but they will love you for listening and might call you later with a better idea.

One of my all-time favorite quotes is from the father of psychology, William James:

*I now perceive one immense omission in my
Psychology; the deepest principle of human
Nature is the craving to be heard and appreciated.*
- Letters, 1896

Hint 2: When we did this for our own effort recently, we used company files and our reference books. This process does not have to be completely physical; there can be mental trips as well. However, getting out of your office will help you find the interesting twists on your company's cultural reality.

Exercise Nine – Planes, Trains And The People You Meet

This is simple, but time-consuming. You may find it to be a circumstantial exercise. That is, use depends on your circumstances.

1. Make a list of people who should have input into this process.
2. Call and ask (use phone mail).
Remember, this won't hurt you. Remember the quote from William James on the previous page. He also pointed out in his *Principles of Psychology* in 1890 that:

*The art of being wise is knowing
what to overlook.*

You don't have to take the advice you get...but, keep an open mind even when talking to closed-minded people.

Variation:

1. Strike up a conversation with the cabby. Other fellow travelers will do, so will bell hops in elevators or your server at breakfast. (Did you ever notice how many bell hops plan to be P&G marketing managers? Talk to them. They have good ideas.)
2. Let your target know what you are doing.
3. Ask for ideas.
4. Visibly write them down. It won't hurt you, and it will make their day.

Exercise Ten – The Big Stink

This last exercise gives you the permission to really stink. It frees you to think up some really bad ideas. The paradox in the exercise is that in the worst, the very stinkiest idea there lays the kernel of a very good idea.

Put on your dunce cap and make a list of the worst, most moronic, craziest, most bizarre ideas you can think of. Dare to really stink.

Make a list of 15 bad ideas:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____

Now look at these bad ideas, transform them into good ideas, and add them to your wish list.

Example: I wish to give a wedgie to the next customer who calls and complains about our product

Becomes:

- I wish to give something to the next customer that complains.
- I wish to give a gift to every customer that complains.
- I wish for a complain contest for complaints that turn into product improvements.
- I wish for a persnickety customer ad campaign.

Now, add what you want to your wish list.

Your results should look something like those of a friend who tested these exercises on a project (starting a new business) with the following results:

ACTIVITY	IDEAS GENERATED
Initial wish list	50
Exercise 1: Unlikely customer	18
Exercise 2: Attribute matching	4
Exercise 3: Reverse attribute matching	6
Exercise 4: Competitive analogies	6
Exercise 5: Basics	6
Exercise 6: Criteria crunching	15
Exercise 8: Mental walk around	4

We are always surprised at the new and interesting ideas generated by these exercises. Value does emerge from volume. Note that 54% of his ideas came from the exercises.

Challenge yourself. Take a risk. You'll reap the rewards.

Notes
