

**A NEW PARADIGM  
FOR BUSINESS  
CREATIVITY**

# **THINKING IN NEW BOXES**

*Five essential steps to spark  
the next big idea*

**LUC DE BRABANDERE and ALAN INY**  
OF THE BOSTON CONSULTING GROUP

kindle edition

# Thinking In New Boxes A New Paradigm For Business Creativity

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## **Thinking In New Boxes A New Paradigm For Business Creativity:**

Thinking in New Boxes Luc De Brabandere, Alan Iny, 2013-09-10 When BIC manufacturer of disposable ballpoint pens wanted to grow it looked for an idea beyond introducing new sizes and ink colors Someone suggested lighters LIGHTERS With an idea that seemed crazy at first that bright executive instead of seeing BIC as a pen company a business in the PEN box figured out that there was growth to be found in the DISPOSABLE box And he was right Now there are disposable BIC lighters razors even phones The company opened its door to a host of opportunities IT INVENTED A NEW BOX Your business can too And simply thinking out of the box is not the answer True ingenuity needs structure hard analysis and bold brainstorming It needs to start THINKING IN NEW BOXES a revolutionary process for sustainable creativity from two strategic innovation experts from The Boston Consulting Group BCG To make sense of the world we all rely on assumptions on models on what Luc de Brabandere and Alan Iny call boxes If we are unaware of our boxes they can blind us to risks and opportunities This innovative book challenges everything you thought you knew about business creativity by breaking creativity down into five steps Doubt everything Challenge your current perspectives Probe the possible Explore options around you Diverge Generate many new and exciting ideas even if they seem absurd Converge Evaluate and select the ideas that will drive breakthrough results Reevaluate Relentlessly No idea is a good idea forever And did we mention Reevaluate Relentlessly Creativity is paramount if you are to thrive in a time of accelerating change Replete with practical and potent creativity tools and featuring fascinating case studies from BIC to Ford to Trader Joe s Thinking in New Boxes will help you and your company overcome missed opportunities and stay ahead of the curve This book isn t a simpleminded checklist This is Thinking in New Boxes And it will be fun We promise Praise for Thinking in New Boxes Excellent While focusing on business creativity the principles in this book apply anywhere change is needed and will be of interest to anyone seeking to reinvent herself Blogcritics Thinking in New Boxes is a five step guide that leverages the authors deep understanding of human nature to enable readers to overcome their limitations and both imagine and create their own futures This book is a must read for people living and working in today s competitive environment Ray O Johnson Ph D chief technology officer Lockheed Martin Thinking In New Boxes discusses what I believe to be one of the fundamental shifts all companies brands need to be thinking about how to think creatively in order to innovate and differentiate our brands We need to thrive and lead in a world of accelerating change and this book challenges us to even greater creativity in our thinking One of the best business books I ve read in a long time Jennifer Fox CEO Fairmont Hotels Resorts As impressive as teaching new tricks to old dogs Thinking in New Boxes is both inspirational and practical a comprehensive step by step guide to sharpening one s wits in order to harness creativity in the workplace Peter Gelb general manager Metropolitan Opera *Thinking in New Boxes (Summary)* Alan Iny, 2015 getAbstract Summary Get the key points from this book in less than 10 minutes Whenever a company s leaders gather to brainstorm innovations someone will urge the group to think outside the box But that s not

enough say Luc de Brabandere and Alan Iny of the Boston Consulting Group You must question your existing boxes the categories into which you place information and envision new ones That's what leaders of the BIC company did when they moved their thinking from one box making disposable pens to another making all sorts of disposable products Writing in an engaging conversational style Iny and de Brabandere outline five steps you can take to achieve more innovative thinking They follow up with a scenario planning application that invites you to think about how your company might prepare for an uncertain future The stakes are high they write because companies either drive change or have change happen to them getAbstract recommends this useful guidebook to corporate leaders at any level seeking fresh ways to spur innovation Book Publisher From the book THINKING IN NEW BOXES A New Paradigm for Business Creativity Copyright 2013 by The Boston Consulting Group Published by Random House a division of Penguin Random House LLC

**Summary of Thinking in New Boxes: a New Paradigm for Business Creativity by Luc de Brabandere and Alan Iny** BestPrint,2021-12 Thinking in New Boxes 2013 takes a deep look into the mind in order to create a clear understanding of the creative process It gives the reader tools to uncover manipulate and even create the boxes we use to organize information shape our perception of the world and ultimately enable innovation

**Thinking in New Boxes** Luc De Brabandere,Alan Iny,2013-09-10 When BIC manufacturer of disposable ballpoint pens wanted to grow it looked for an idea beyond introducing new sizes and ink colors Someone suggested lighters LIGHTERS With an idea that seemed crazy at first that bright executive instead of seeing BIC as a pen company a business in the PEN box figured out that there was growth to be found in the DISPOSABLE box And he was right Now there are disposable BIC lighters razors even phones The company opened its door to a host of opportunities IT INVENTED A NEW BOX Your business can too And simply thinking out of the box is not the answer True ingenuity needs structure hard analysis and bold brainstorming It needs to start THINKING IN NEW BOXES a revolutionary process for sustainable creativity from two strategic innovation experts from The Boston Consulting Group BCG To make sense of the world we all rely on assumptions on models on what Luc de Brabandere and Alan Iny call boxes If we are unaware of our boxes they can blind us to risks and opportunities This innovative book challenges everything you thought you knew about business creativity by breaking creativity down into five steps Doubt everything Challenge your current perspectives Probe the possible Explore options around you Diverge Generate many new and exciting ideas even if they seem absurd Converge Evaluate and select the ideas that will drive breakthrough results Reevaluate Relentlessly No idea is a good idea forever And did we mention Reevaluate Relentlessly Creativity is paramount if you are to thrive in a time of accelerating change Replete with practical and potent creativity tools and featuring fascinating case studies from BIC to Ford to Trader Joe's Thinking in New Boxes will help you and your company overcome missed opportunities and stay ahead of the curve This book isn't a simpleminded checklist This is Thinking in New Boxes And it will be fun We promise Praise for Thinking in New Boxes Excellent While focusing on business creativity the principles in this book apply anywhere change is needed and will be of

interest to anyone seeking to reinvent herself Blogcritics Thinking in New Boxes is a five step guide that leverages the authors deep understanding of human nature to enable readers to overcome their limitations and both imagine and create their own futures This book is a must read for people living and working in today s competitive environment Ray O Johnson Ph D chief technology officer Lockheed Martin Thinking In New Boxes discusses what I believe to be one of the fundamental shifts all companies brands need to be thinking about how to think creatively in order to innovate and differentiate our brands We need to thrive and lead in a world of accelerating change and this book challenges us to even greater creativity in our thinking One of the best business books I ve read in a long time Jennifer Fox CEO Fairmont Hotels Resorts As impressive as teaching new tricks to old dogs Thinking in New Boxes is both inspirational and practical a comprehensive step by step guide to sharpening one s wits in order to harness creativity in the workplace Peter Gelb general manager Metropolitan Opera *Leading the Historical Enterprise* Bruce W. Dearstyne,2014-12-16 *Leading the Historical Enterprise Strategic Creativity Planning and Advocacy for the Digital Age* presents new ideas and strategies for leading and innovating in museums historical societies historic sites and other state and local history programs The book blends insights from the best practices of model historical programs and museums with themes from the best recent studies of leadership This is a practical book with concrete suggestions that can be applied in just about any program setting It covers Demographics technology resource constraints and other forces that are affecting the work of historical programs and museums Developing mission and goals to keep programs responsive to changing needs challenges and opportunities Effective strategies for leading and innovating to keep programs vibrant Engaging users and audiences for our programs in new ways Putting information technology to work and engaging users in new ways Day to day leadership of historical programs and museums The book will be of interest to trustees directors and staff of museums historic sites historical societies and other state and local history programs policy makers e g legislative staff with responsibility for policy or budgets of cultural programs professors and students of public history libraries and other people interested in state and local history and in innovation in cultural programs *Corporate Strategy* Ulrich Pidun,2019-06-03 This textbook offers a personal perspective on the broad and complex topic of corporate strategy The book is structured to follow the journey of systematic corporate strategy development and implementation *Corporate Strategy* presents frameworks and concepts for strategy development that have proven to be useful in corporate practice The book covers the fundamental questions of daily strategy work and illustrates them with examples from real companies It addresses all key elements of corporate strategy in a clear and systematic way Corporate ambition and capabilities Corporate portfolio analysis Corporate growth and portfolio strategy Managing and transforming the corporate profile Corporate parenting strategy and organization Corporate financial strategy Corporate strategy process The book serves not only as a practice oriented textbook for students and teachers of corporate strategy it also functions as a sophisticated handbook for practitioners who are responsible for developing and implementing effective

corporate strategies *Risk/Reward* Anne Kreamer,2015-06-09 A persuasive and eye opening look at the importance of embracing risk in our working lives and how to use it to achieve lifelong career success Some of us relish the chance to fly without a net others not so much But no matter how adventurous we might be in our personal lives most of us are wary of allowing risk into our careers With an economy in constant flux and a job market in which uncertainty is the only constant stepping outside one s comfort zone can feel dangerous But as the findings of this eye opening and urgent book attest the avoidance of risk might pose the greatest danger of all to our career prospects In *Risk Reward* trend spotter and career guru Anne Kreamer makes the compelling case that embracing risk is essential to managing a twenty first century career Risk taking isn t just for entrepreneurs nor does it require working on a figurative tightrope Rather Kreamer says conscious consistent and modest risk taking can help us become more able to recognize opportunity when it appears and more likely to seize the chance to make the right change at the right moment *Risk Reward* presents a framework for making the most of today s ever evolving workplace and turning risk taking into a daily practice Using proprietary data from three national studies about the American worker Kreamer explores the importance of career risk taking through profiles of four *Risk Reward* personality types Pioneers Thinkers Defenders and Drifters She presents a *Risk Reward* Matrix that anyone can use to identify his or her own innate risk threshold and she identifies constructive ways to implement risk in everyday situations from initiating an uncomfortable conversation with a boss to sharing out of the box ideas with colleagues or constructively challenging long held practices in an organization Peppered throughout *Risk Reward* are insights and hard won wisdom from notable achievers such as bestselling author Anna Quindlen journalist Jane Pauley CNBC financial maven Jim Cramer thought leader Po Bronson and Facebook COO Sheryl Sandberg Timely and insightful *Risk Reward* is a unique blend of practical and inspirational wisdom that even the most risk averse person can harness on the path toward success and fulfillment Praise for Anne Kreamer s *It s Always Personal Navigating Emotion in the New Workplace* A stimulating read bolstered by some of the best recent work on emotional intelligence and the science of happiness *The Wall Street Journal* So what should be the rules and boundaries for showing how you feel while you work That s a question asked and answered in Anne Kreamer s fascinating look at an issue that rarely gets discussed *The Washington Post* Finally someone is willing to unpack the morass of anger anxiety sadness and joy that drives the workday Kreamer has hit the It s about time button *Elle* A lively well researched exploration of emotions on the job *Oprah.com* Explores how to be true to your emotional flashpoints anger fear anxiety empathy happiness and crying without sabotaging your career *The New York Times Book Review* **Reimagining Faith and Management** Edwina Pio,Robert Kilpatrick,Timothy Pratt,2021-03-23 Much contemporary research ignores or is dismissive of the growth of global religiosity even though 90% of the global population sees the world through a commitment to some kind of faith *Reimagining Faith and Management* addresses this issue and extends the research on the impact of faith in the various aspects of management such as negotiation leadership entrepreneurship governance innovation ethics

finance and careers Faith impacts how individuals and organisations envision manage and respond to their various stakeholders communities the natural environment and the world around them This book presents various facets of how faith values and or ideological outlook which informs influences and adds mystery that inspires and impels individuals and organisations The twenty one chapters are based on academic research and offer practical managerial recommendations The book is divided into three sections Faithful futures impacting individuals Faithful futures impacting organisations and Faithful futures impacting society Each chapter presents a theoretical base and includes practical implications The book is therefore ideal reading for educators researchers and students of business management career studies faith based organisations corporate governance and business ethics as well as religious studies including applied theology

Neoliberalism Matthew Eagleton-Pierce,2016-05-20 Neoliberalism The Key Concepts provides a critical guide to a vocabulary that has become globally dominant over the past forty years The language of neoliberalism both constructs and expresses a particular vision of economics politics and everyday life Some find this vision to be appealing but many others find the contents and implications of neoliberalism to be alarming Despite the popularity of these concepts they often remain confusing the product of contested histories meanings and practices In an accessible way this interdisciplinary resource explores and dissects key terms such as Capitalism Choice Competition Entrepreneurship Finance Flexibility Freedom Governance Market Reform Stakeholder State Complete with an introductory essay cross referencing and an extensive bibliography this book provides a unique and insightful introduction to the study of neoliberalism in all its forms and disguises

Designing Future-Oriented Airline Businesses Nawal K. Taneja,2016-04-22 Designing Future Oriented Airline Businesses is the eighth Ashgate book by Nawal K Taneja to address the ongoing challenges and opportunities facing all generations of airlines Firstly it challenges and encourages airline managements to take a deeper dive into new ways of doing business Secondly it provides a framework for identifying and developing strategies and capabilities as well as executing them efficiently and effectively to change the focus from cost reduction to revenue enhancement and from competitive advantage to comparative advantage Based on the author s own extensive experience and ongoing work in the global airline industry as well as through a synthesis of leading business practices both inside and outside of the industry Designing Future Oriented Airline Businesses sets out to demystify numerous concepts being discussed within the airline industry and to facilitate managements to identify and articulate the boundaries of their business models It provides material from which managements can set about answering the key questions especially with respect to strategies capabilities and execution and pursue an effective redesign of their business As with the author s previous books the primary audience is senior level practitioners of differing generations of airlines worldwide as well as related businesses The material presented continues to be at a pragmatic level not an academic exercise to lead managements to ask themselves and their teams some critical thought provoking questions

**Experience My Brand** Joe Tawfik,2017-03-28 Author Joe Tawfik presents an

assured collection of valuable insights in Experience My Brand that are based on his 25 plus years in senior management His expertise as CEO of business services companies in particular underlies his assertion that to differentiate itself in the age of digital disruption a company must make branded customer experience part of its corporate strategy Rather than relegate customer experience management to any one department such as marketing it must become embedded within a company s DNA You will learn through detailed analysis and real world illustrations how to Analyze Design and Measure Customer Experience Implement Superior Customer Experience Initiatives Consider how Customer Experience Will Change and Transform the Future With its plentiful tables and figures to complement his text Experience My Brand puts theory into practice in a way that will keep you alert and engaged Experience My Brand s unique message makes it a must have guide for senior managers and their teams who seek to strengthen this critical aspect of their businesses as well as anybody wanting to learn about this increasingly important field

**Drug Delivery** Anya Hillery, Kinam Park, 2016-09-15 This book provides a comprehensive introduction to advanced drug delivery and targeting covering their principles current applications and potential future developments This edition has been updated to reflect significant trends and cutting edge advances that have occurred since the first edition was published All the original chapters have been retained but the material therein has been updated Eight new chapters have been added that deal with entirely new technologies and approaches Features Offers a comprehensive introduction to the fundamental concepts and underlying scientific principles of drug delivery and targeting Presents an in depth analysis of the opportunities and obstacles afforded by the application of nanotechnologies for drug delivery and targeting Includes a revised and expanded section on the major epithelial routes of drug delivery currently under investigation Describes the most recent emerging and innovative technologies of drug delivery Provides real life examples of the clinical translation of drug delivery technologies through the use of case studies Discusses the pertinent regulatory hurdles and safety issues of drug delivery and targeting systems crucial considerations in order to achieve licensing approval for these new technologies

**Strategic Monoliths and Microservices** Vaughn Vernon, Tomasz Jaskula, 2021-10-27 Make Software Architecture Choices That Maximize Value and Innovation Vernon and Jasku a provide insights tools proven best practices and architecture styles both from the business and engineering viewpoint This book deserves to become a must read for practicing software engineers executives as well as senior managers Michael Stal Certified Senior Software Architect Siemens Technology Strategic Monoliths and Microservices helps business decision makers and technical team members clearly understand their strategic problems through collaboration and identify optimal architectural approaches whether the approach is distributed microservices well modularized monoliths or coarser grained services partway between the two Leading software architecture experts Vaughn Vernon and Tomasz Jasku a show how to make balanced architectural decisions based on need and purpose rather than hype so you can promote value and innovation deliver more evolvable systems and avoid costly mistakes Using realistic examples they show how to construct well designed



monoliths that are maintainable and extensible and how to gradually redesign and reimplement even the most tangled legacy systems into truly effective microservices Link software architecture planning to business innovation and digital transformation Overcome communication problems to promote experimentation and discovery based innovation Master practices that support your value generating goals and help you invest more strategically Compare architectural styles that can lead to versatile adaptable applications and services Recognize when monoliths are your best option and how best to architect design and implement them Learn when to move monoliths to microservices and how to do it whether they re modularized or a Big Ball of Mud Register your book for convenient access to downloads updates and or corrections as they become available See inside book for details

*Socio-Economic Development: Concepts, Methodologies, Tools, and Applications* Management Association, Information Resources,2018-11-02 The social and economic systems of any country are influenced by a range of factors including income and education As such it is vital to examine how these factors are creating opportunities to improve both the economy and the lives of people within these countries Socio Economic Development Concepts Methodologies Tools and Applications provides a critical look at the process of social and economic transformation based on environmental and cultural factors including income skills development employment and education Highlighting a range of topics such as economics social change and e governance this multi volume book is designed for policymakers practitioners city development planners academicians government officials and graduate level students interested in emerging perspectives on socio economic development

Educational Standardisation in a Complex World Hanne Riese,Line T. Hilt,Gunn Elisabeth Søreide,2022-04-20 This book presents the reader with tools to challenge accepted ideas about the standardising forces transforming educational reality by discussing standards and standardisation from a range of different theoretical perspectives and contexts

Private Banking and Wealth Management Futures 2030 Jörn H Bühring,2021-06-18 This book engages the reader around different perspectives between forecasting and foresight in strategic design drawing insights derived from a futures study that can be applied in form of a design inspired foresight approach for designers and interdisciplinary innovation teams increasingly called upon to help envisage preferable futures Demonstrating this process in applied research the book describes a 2016 Financial Services industry futures study to the year 2030 An industry increasingly at risk in dealing with uncertainty the Financial Services sector is a core pillar of economic activity in most markets such as greater China and inherent within are major drivers of change linked to consumer behaviors new technology and disruptive business models While the financial services industry exemplifies an ideal case for design inspired foresight the aims of this book are primarily to establish the peculiarities between traditional forecasting applications and a design inspired foresight visioning approach as strategic design activities for selecting preferable futures Underlining the contribution of this book is the value of design futures thinking as a creative and divergent thought process which has the potential to respond to the much broader organizational reforms needed to sustain in today s rapidly evolving

business environment **When Innovation Moves at Digital Speed** MIT Sloan Management Review, 2019-03-26 Practical advice from experts on how to create, manage, measure, and improve innovation in and for today's digital markets. All organizations grapple with what digitalization means for their business and in particular how digital forces will drive their approaches to innovation. But very few organizations have clearly defined the scale, speed, and scope of their engagement with the digital world. These essays from the pages of the preeminent journal MIT Sloan Management Review offer practical advice from experts on how to create, facilitate, and manage innovation in and for today's digital markets. The essays emphasize the power of intersections where different mindsets and skills collide. These connections can be external (LEGO for example has engaged more than 100,000 adult fans in user communities) or internal (as when brokers, connectors, and energizers act within organizations). Contributors stress the value of action over analysis, citing examples that affirm the power of trial and error experimentation. They demonstrate that innovation success requires thinking beyond technology. Innovation is not created by white-coated scientists in a lab; it is not the job of the few but of the many. And finally, the contributors warn that the greatest enemy lies within: innovators often encounter fierce internal resistance. They consider innovations in the innovation process itself, describing the promise and pitfalls of design thinking and offering advice on how to manage the tension between new and existing business models. Innovation is not a magical act practiced by a select few with rare gifts. Innovation is a discipline that can be measured, managed, and improved. **When Innovation Moves at Digital Speed** provides practical guidance for innovation success. Contributors: Daniel Amaral, Jamie Anderson, Scott D. Anthony, Yun Mi, Antonini, Michael Arena, Tormod Askildsen, Michael Ball, Thomas Bartman, Jennie Björk, Marcel Bogers, Anna Brattström, Clayton M. Christensen, Edivandro Carlos Conforto, Rob Cross, Charles Dhanaraj, Thomas Fink, Nicolai J. Foss, Johan Frishammar, Johann Harnoss, Srivardhini K. Jha, L. le Kesebi, Rishiksha T. Krishnan, Martin Kupp, Sean Looram, Mats Magnusson, Ann Majchrzak, Arvind Malhotra, James Morgan, Albert M. Miz Jr, Ramiro Palma, Ishwardutt Parulkar, Eric Reberntsch, Jrg Reckhenrich, Martin Reeves, Anders Richtner, Dave Rochlin, Duncan Simester, Jonathan Sims, Joseph V. Sinfield, Durward K. Sobek II, Freddy Solis, Kristian J. Sund, Mary Uhl, Bien, Derek van Bever, J. Andrei Villarroel, Amy Webb. **BCG**—  
5 (Luc de Brabandere), (Alan Iny), 2014-12-12. BCG BCG BCG BCG BCG BCG The Boston Consulting Group. 500 BIC BIC BIC BIC BIC BIC BIC BIC BIC 5 BCG BIC. Affordability Paul Walter Odomirok, Sr., 2016-12-12. Affordability is a new concept that allows the implementation of Continuous Improvement for any organization. It encapsulates contemporary methods that improve product and service profitability, increase market share, value, speed, quality, and capability, and cut down on cost. This new method addresses the needs of growing, improving, and sustaining an organization. It provides a framework and foundation for launching improvement initiatives, deploying continuous improvement, and maintaining the cultural habits and behaviors required to continue such efforts. Case studies from a variety of industries, businesses, and institutions are provided. *A Creative Philosophy of Anticipation* Jamie

Brassett, John O'Reilly, 2021-04-25 This edited collection highlights the valuable ontological and creative insights gathered from anticipation studies which orients itself to the future in order to recreate the present The gathered essays engage with many writers from speculative metaphysics to poetic philosophy ancient writing systems to the fringes of pataphysics The book situates itself as a creative intervention in and with various thinkers designers artists scientists and poets to offer insight into ways of anticipating It brings together philosophical practices for which creativity is both a fundamental area of consideration and a mode of working a characterization of recent Continental Philosophy which takes a departure from traditional futures studies thinking This book will be of interest to scholars and research in futures studies anticipation philosophy creative practice and theories about creative practice as well as the intersections between philosophy creativity and business

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### **Thinking In New Boxes A New Paradigm For Business Creativity Introduction**

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