



Entrepreneurship and Innovation Hub

**DIFFERENT THINKING:**  
**CREATIVE STRATEGIES FOR**  
**DEVELOPING THE**  
**INNOVATIVE BUSINESS**

SOURCE: ANJA FOERSTER & PETER KREUZ; DIFFERENT THINKING, 2007

# Different Thinking

- ▶ The only sure way to avoid making mistakes is to have no new ideas!

Albert Einstein

# The rules of different thinking in Business (1)

Gather	Gather inspiration from other industries.
Centre	Dead centre: Get out of those middle of the market segment fast
Make	Make it lighter
Make	Make a new market
Mix	Mix it: Conquer new markets with innovative combinations

# The rules of different thinking in Business (2)

Question	Question the existing product concepts
Question	Question the established price models
Price	Price polarizations: Send your prices skyrocketing or plummeting (& win)
Give away	The Rockefeller principle: give away the lamp and sell the oil
Price	Free price: offer freebies to your customers and let other pay the bill



## Beware of Thomas Lawson Syndrome

- ▶ Whenever managers have become so accustomed with existing product and processes they have that make them blind to the new ideas.

[Click here to read more](#)



COFFEE SHOP

# Look for inspiration

Learning to forget in an important lesson  
for success

- ▶ Look for ideas and services in  
completely different industries
- ▶ Example:

*a bank like a coffee shop*

# Get out of those middle of the market segment fast

- ▶ Be down the bottom
- ▶ Or on the top
- ▶ There is always market for luxury!
- ▶ Example:  
*Qantas & Jet Star*



# Travel lighter

- ▶ Focus on activities that you are really world-class; and leave the rest to suppliers, partners or even customers!
- ▶ Recognize your core competencies
- ▶ Example:  
*Cisco, IKEA*

[Read IKEA case study here](#)

The home-furnisher who gets their customer do the heavy lifting



# Make a new market

- ▶ Escape the typical conventional competition by creating new markets.
- ▶ Either develop a new product
- ▶ Or Target new customer segments
- ▶ Example: *Lego for Managers!*





## New markets with innovative combinations

- ▶ Create market by mixing two different industries
- ▶ Example: *Cirque du Soleil*  
which mixing theatre and circus industries to make a completely new offering

# Question the existing product concepts

- ▶ Challenge established product concepts and gain new scope for innovative and cool products and services
- ▶ Don't forget design as a work of Art
- ▶ Example: *Dyson vacuum cleaner*



# Question the established price models

- ▶ Instead of trying to optimize the established price model for your product just a little cheaper than your competitors, you create your own price model
- ▶ Example: *IBF; Consultation at a flat monthly rate*



# Price polarizations

- ▶ Refuse to accept that there are price limits in your industry, either maximum or minimum! Find ways to charge 50 -100% more (or less) than your competitors.

- ▶ Example:

Cheap: *Formula 1 hotels*

Expensive: *Kettle, Luxury photo potato chips*



# The Rockefeller principle: give away the lamp and sell the oil

- ▶ Offer your customers low initial prices and earn your money by your customers' operating costs.
- ▶ Example: *Nespresso coffee machine*



Free price:  
offer  
freebies to  
your  
customers  
and let  
other pay  
the bill

- ▶ Make your service to the customers free of charge or provide it as a give-away or symbolic price. Find a third party to pay the bill!
- ▶ Example: *Lauda car rental*  
*Uses hotels as sponsors, so reduced the costs to customers*



# Entrepreneurship and Innovation Hub

Which strategy (s) can you  
utilize to your business to be  
different?

