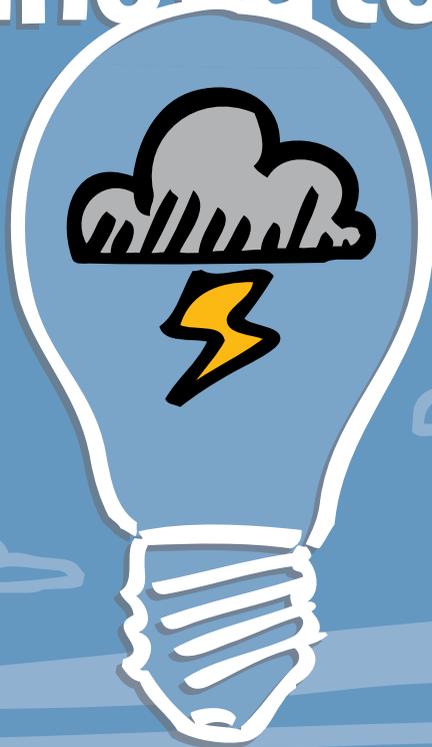


NEW!
2nd edition
even grumpier

"If only all business books could be this entertaining"
British Airways Business Book of the Month

thoughts from a
GRUMPY
innovator



written & illustrated by **costas papaikonomou**

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This is the second edition, June 2013

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*to Patricia, Spiro and Dimi
who melt my grumpiness away, instantly.*

**If the grass weren't greener on the
other side, humanity would still be in caves
with no intention to mow any of it.**

Kudos

“9/10 ... it also turns out his book is touched with genius ... aphorisms, many of which are as pointed as they are funny. If only all business books could be this entertaining.”

Tim Hulse

Editor @ British Airways, Business Book of the Month

★★★★ - “This book is a *lot* of fun.”

BookIdeas.com

“Flippantly Flipping Fabulous. An antidote of sunshine for true innovators and intrapreneurs struggling in the web of corporate ambiguity!”

Arun Prabhu,

Commercial Innovation Director @ Arla Foods

★★★★ - “A collection of thoughts and observations regarding the bizarre and illogical world of commercial innovation”

San Francisco Book Review

“I was grumpy wishing I had written it. It now sits officially on the top of the 'books I will steal from shamelessly' pile.”

Dave McCaughan,

Director of Strategic Planning @ McCann

"This book is packed with witty observations that make serious points"

Frank Dillon

Business Editor @ The Irish Times

"...the kind of read where you will find yourself laughing at the wit, or agreeing sadly..."

John P. Muldoon's Innovation Blog

"Funny, witty, insightful and fresh but most importantly...
200% spot on !"

Diamantis Economou

Global Group Marketing Director @ DeLonghi Group

"Fun, easy read on avoiding & navigating the challenges companies face today in evolving their businesses. Written with an entrepreneurial feel most true innovators can relate to!! :-)"

Rick Castanho, UX Strategist @ Lowes

"Highly entertaining and raises some disturbing points on innovation and corporations within a lively context of professional self-parody and humour."

Gavin Dickinson

Consumer & trade insights @ GDCTI

“Innovation and humour go together excellently,
as Costas Papaikonomou convincingly proves.”

Technology Weekly

“Ah, the sweet smell of nails hit squarely on the head.”

Darrell Mann

Systematic Innovation E-zine

★★★★ - “Innovative and Not Very Grumpy. Behind the wit,
and what makes the humor shine through the brief remarks, is
his earnestness about and depth of knowledge of his subject.”

Portland Book Review

Thoughts from a Grumpy Innovator

This little book is the narcissistic result of posting thoughts onto Twitter™ over a number of years, mostly on the topic of mass market innovation.

A couple of themes have emerged, which form the chapters of this book – each with a central narrative, thought or plain grump.

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My interest is in the intrinsic, systemic reasons commercial innovation works the way it does. Which I can summarize for you right here as being quite *odd*, to say the least.

If you're looking for a business management book with clear-cut tips and tricks, then I'm sorry. You won't find an extensive list of innovation success stories to copy, nor an Innovate-O-Matic toolbox to plunder. There is no 12-step process that will guarantee a successful launch of your new idea.

So I'm afraid I can't promise you'll make millions after reading this book, but I do hope you'll smile every now and then.

Premise:

I'm grumpy and I shouldn't be

Anyone celebrating the tenacity of successful innovators is probably ignoring the far larger number of tenacious idiots pursuing bad ideas. If you think about the classic description of what character traits help people succeed in turning an innovative idea into a profitable business stream – winners and losers at this particular game are frighteningly similar:

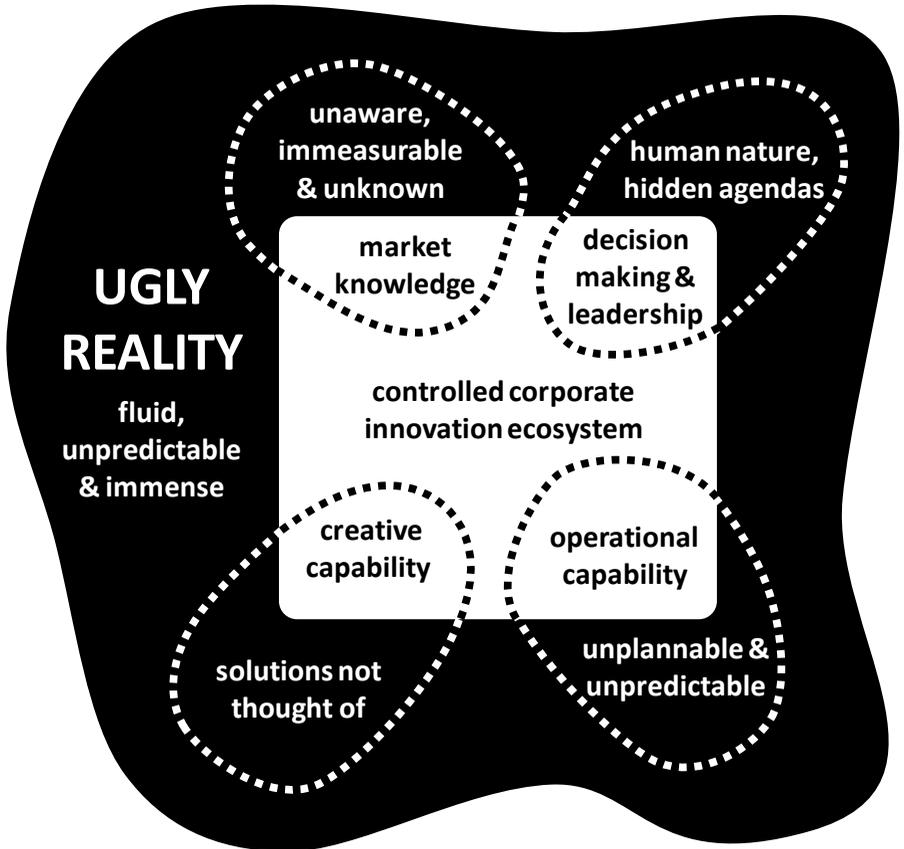
- ***Dogged determination***
- ***Blind devotion to their idea***
- ***Unshakable confidence, against all odds***

There must be a fine line between getting it very right or very wrong. In fact, I think there's a paradox hidden in there.

Companies are structured entities, with defined procedures and efficient processes that ensure things get done. Even the messiest of businesses are organized to some level. In stark contrast, the *reality* they operate in is unpredictable, fluid, ugly and most of all: immense. In this simple contrast lies a beautiful paradox: it is the reason there will always be new opportunities & needs for new things *and* it is the main reason for failing at successfully doing so. The attributes that guarantee new opportunities are the opposite of what an efficient corporate system thrives upon.

The chart on the next page shows how the four capabilities crucial to running a business are hampered in the context of

innovation¹. Within the neatly controlled corporate ecosystem, they do as they're asked to and all is fine – as long as they keep looking inward.



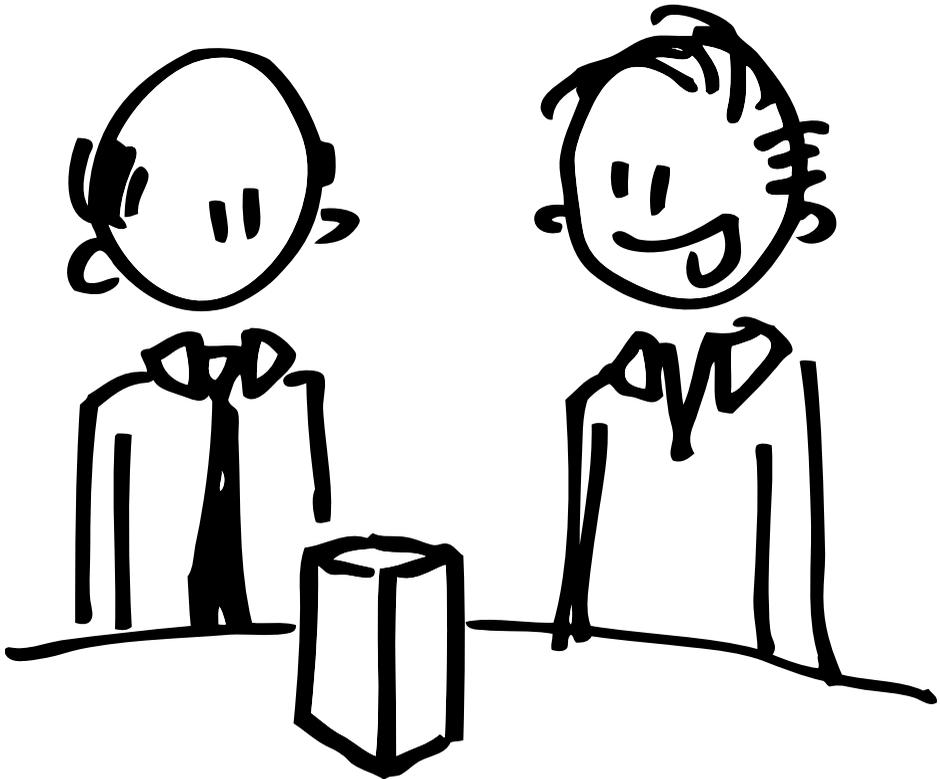
¹ Yes, you can slice business up many other ways too. But this particular way happens to work well for my story.

I've found most of the failures in innovation can be brought back to individuals and teams in denial of the reality outside of their campus walls, totally unnecessarily.

This little book holds some of the thoughts I had seeing this happen. If you have experience in the innovation arena, you may recognize attitudes, situations and odd behaviours. Don't worry, we'll keep those our little secret.

Costas Papaikonomou
The Hague, June 2013

The Art Of Beanbags & Funny Hats



**I KNOW IT'S JUST A BOX. BUT WAIT 'TILL YOU
HEAR THE SINGLE-MINDED BENEFIT.**

The Art Of Beanbags & Funny Hats

Every solution has a problematic history, by definition. In that sense, the skills behind successful innovation could be framed as the ability to create solutions for problems before anyone realizes what a nuisance they are. Successful innovation is not about dreaming up what would be science fiction today, but about foreseeing what will be plain vanilla tomorrow.

You can imagine most creative professionals do not find that thought particularly motivating, which is why such a large chunk of this discipline appears to be about putting the 'art' of being creative up on an ever higher pedestal than the output it generates. Much of the world of innovation is populated by creative gurus, visionary high priests who scatter riddles across 2x2 diagrams to paint your future portfolio. Well, implement creativity like a religion and you'll need miracles to be successful.

Breakthrough ideas often feed creative egos, not consumer needs. If anything, successful new products and services are like the weather; about 90% the same as yesterday's products. This isn't to say the world needs no game changing innovation; it's merely that too many businesses waste time looking *outside* the box when their market still has plenty room left to grow and differentiate *inside* it.

For some of the world's leading companies and brand teams, success seems based on historical serendipities, luck, or lack of

competition. Nevertheless stupendous amounts of money are wasted on turning an innovation project into a show.

Maybe creative capability is genuinely seen as something much more difficult than it really is? Then again, if Edison really meant it being 1% inspiration and 99% perspiration he would have invented deodorant. Or GoreTex. What's making this all so difficult?

- ☛ ***A belief you need to be uncomfortable to work outside your comfort zone.*** *Funny hats, beanbags and humiliating 'energizers'. A whole industry has grown around the mantra that in order for people to take creative risk, they should be made to feel even more uneasy than they already are.*
- ☛ ***Features rather than benefits?*** *The first decade of the new millennium brought high-end software and technology into consumers' daily lives, in a way previously unheard of. With it came an insatiable drive for new features in order to provide marginal difference between devices and social media, a trend which seems to be trickling down into physical mass markets. What happened to thinking about benefits first? If anything, added features often introduce another hurdle between a consumer and the benefit they're trying to get from a product. They also distract attention from the core that's attracting consumers to your products.*
- ☛ ***Re-inventing predecessors' wheels.*** *In many corporate ecosystems the responsibility for innovation lies with the marketing department, a discipline known for high job*

rotation. Which from an innovation standpoint is fine, as long as the track record is kept diligently. And often it isn't. New marketing & brand managers waste plenty of their time redeveloping ideas that have bombed many times before.

☛ **Believing your own spin.** In mature FMCG categories, the reality is that everyone needs to push the envelope on what can be claimed in order to stand out from the crowd. But the line between substantiated claims and spin is thin. No problem. Think homeopathy. In practice this leads to claims that sound credible in respect of the brand equity or previous claims, rather than being based on new developments. And that's when a credible myth all too easily becomes the new benchmark for truth.

☛ **Marketing executive's lives and their consumers' lives couldn't be further apart.** Having empathy with your target consumer does not mean bringing to market only the products you'd buy yourself. On the contrary. Corporate professionals dealing with mass market innovation tend to belong to a society's top 2% income level, with the other 98% being their target. This target is seldom as interested in 'on-the-go' or 'stress relief' or 'personalization' as one may hope.

So what to do? Well, first of all assume there is a solution for any creative problem and trust that it won't require black magic to uncover it.

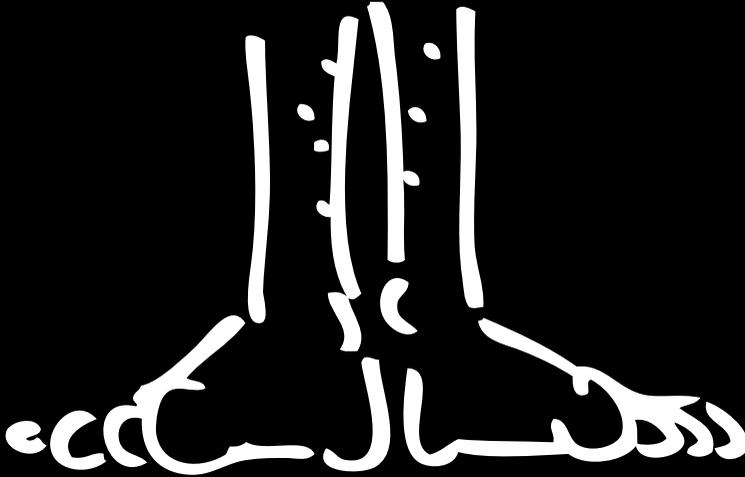
☛ **Make time, not space.** You don't need to be in a Hungarian lakeside castle to be creative. In fact, the environment is mostly irrelevant as long as it's comfortable – that's why

beds and bathtubs ignite new ideas. What you need most is TIME. Uninterrupted time to work on the innovation task, alone or as a group – to understand the problem, the context and to work on solutions. If you do your homework, a couple of days is often enough to crack even the toughest nuts.

- ☛ **An un-filtered look at the (consumer) context.** *All you need is some rigor in pinpointing what the real needs are, for relevant answers to pop out painlessly. Real insight carries far. Note this involves more listening and reading to what consumers actually say and less reading of macro-economic trends or your brand vision deck.*
- ☛ **Cherish the small incremental ideas.** *Most growth challenges do not require breakthrough solutions. Give small ideas a chance.*
- ☛ **Reality first – then brand equity.** *Stay in touch with the physical attributes of your product before getting carried away by what you wish were possible. The touch, the smell, the chemistry, the taste, the sounds... Nothing beats a trip to your factory and R&D lab before getting to work on a consumer problem.*

Maybe all this is best summarized as follows:

Keep these ...



... on the ground.

Wishful thinking and blue-sky ideation are absolutely fine, but they are a transfer station, not the end destination of your effort. Even the wildest ideas must come back to earth in order to become part of an operational process that can make a business thrive.

"I just found out someone else had exactly the same idea before me" - poor sod uncovering the truth about all ideas.

Great innovations versus duds... One is full of flaws, a budget vampire, ruins careers, virtually no chance of success. The other is a dud.

Our best flashes of inspiration happen when having shower, which is really practical with the 99% perspiration then kicking in.

Solutions without problems are even worse time vampires than problems without solutions.

Just like you shouldn't shop for food on an empty stomach, you shouldn't innovate on an empty development funnel. Anything would then be good enough.

"The heart of a lion and the mind of a dandelion" – great recipe for creative success.

Good ideas and bad ideas have one thing in common: at first glance, both often look like bad ideas. Or was it the other way around?

Ask not how to make the future more futuristic, ask instead how to make the past more old-fashioned.

Planning to have an idea while sitting at your desk is no different from answering emails while having a shower.

If you're wondering whether that idea is good enough, it probably isn't. If only because your insecurity would stand in the way of bringing even the best idea to market.

Industries succeeding through in-the-box thinking: pizza delivery, caskets, multiple choice input devices and flight data recording.

An un-creative person in a beanbag with a funny hat & a Hawaiian shirt on is still un-creative. But now armed with false confidence.

Don't reinvent a wheel that merely needs reframing.

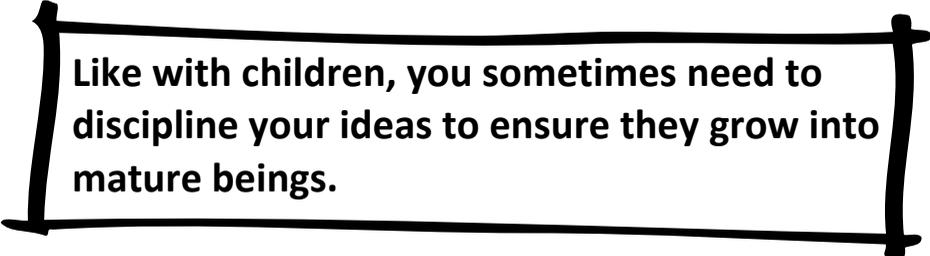
Step 1 to finding a solution is realising there is one. Step 0 is admitting you haven't got one.

If you find yourself needing the word "because" more than once when introducing a new idea to an audience, either the idea or the audience need sharpening.

The good thing that success and failure have in common is that they both break the status quo.

Your Blue Sky innovation may have patches of rain.

There are no bad ideas, only unappreciative audiences.



Like with children, you sometimes need to discipline your ideas to ensure they grow into mature beings.

Enlightenment comes from small, sweet observations, yoga, Buddha and lamp posts.

Good ideas tend to take more time to develop than bad ones. Sadly, spending forever developing an idea doesn't guarantee it'll be good.

Only in innovation can evolution and creationism comfortably coexist.

Slapping 'New Formula' or 'Improved Recipe' onto an existing product's label is the innovator's equivalent of writer's block.

When encountering a road block on an innovation roadmap, finding the solution will also transform the path itself and lead to a new destination.

There are those who see their bodies as convenient carriers to move their brain around; and those who just see their bodies.

There is a fine line beyond which asking lots of questions shifts from being a token of curiosity to one of paralyzing insecurity.

The story of this particular innovation project I'm in would make a fantastic musical.

Like real children, ideas need most attention when they're tired and start annoying everyone.



**WE CREATED THIS COLLAGE TO
EXPRESS CONSUMERS' EMOTIONAL
EXPERIENCE OF "1KG"**

If your new ideas aren't impressing the old folks, share some of your old ideas with the new folks.

Don't expect a serendipitous solution when, you're concentrating really hard to find one.

Jobs where creativity is frowned upon: airline pilot, doctors, taxi driver, accountant, judge, taxman, garbage collector, son-in-law.

[If at first you succeed, try, try again anyway.]

The bottom line is that 'systematized creativity' is like 'creative accounting': it's a bit naughty and everyone secretly wants some.

Prehistoric Man learned how to catch fish. Industrial Age Man learned how to catch and sell lotsa fish. Z-Gen Man learned to tweet #Where2BuyShushi.

Big ideas have only small audiences, initially.

Great ideas usually come in pairs. First a fabulous one, then an even more fabulous one. But only if you don't lose your cool after the first one.

When you bump into a massive barrier... you have in fact found what will eventually become the way forward.

On left/right brain modes. When chatting on the phone... Should I hold my wife to my left ear and my accountant to my right?

Mediocre idea? Write it on the back of a napkin, photograph it and project it full-screen in PowerPoint. If it still fails, it IS mediocre.

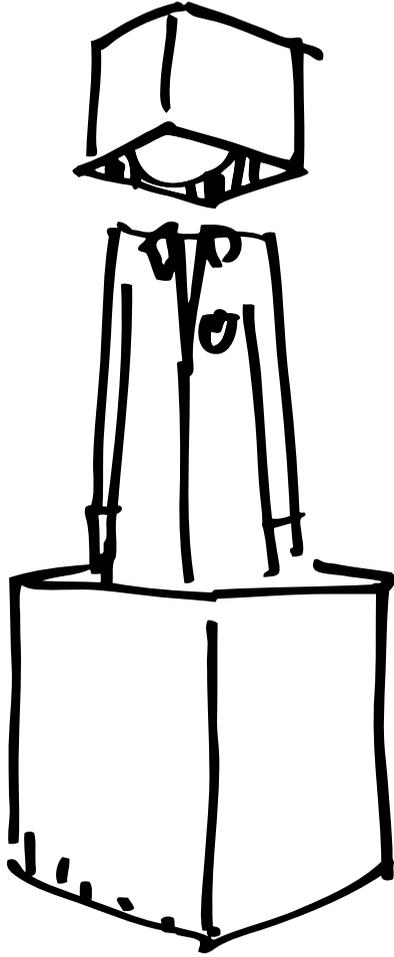
Amazing how Einstein didn't need Einstein quotes for inspiration.

Beware of breakthrough concepts that are designed to feed their creators' egos instead of consumer needs. They can be deceitfully appealing.

People want holes, not drills. Sorry, I mean hooks, not holes. No, decorations on walls, not hooks. No, a nice house!

A compromise is not a solution; it's not even supposed to be. Unless you manage to turn it into a feature and call it a 'hybrid'.

Evolution: the path from A to B. Revolution: the leap from A to C. Game Changer: the path from A to sliced bread.



Things that are exceptionally fast tend to also be exceptionally fragile. And exceptionally far off mark when aimed incorrectly.

"Temporarily removes nagging sense of guilt" would work as an on-pack claim on most food products. Does anyone know if EFSA will allow this?

* SPOILER ALERT * Box-o-chocolate style concepts to personalize product experience will BOMB in concept tests, except in Chocolates category.

It's amazing how much stuff you sometimes need to remove from a three word idea headline, in order to get through to the ten word essence.

The level of brilliance of an idea is not defined by the idea itself, but by the audience exposed to it. So choose your audience wisely. I mean dumbly.

When wondering what benefits to add to your proposition, don't forget to remove a few too.

The perfect packaging is one that's made itself obsolete. Yet the ambition to develop 'nothing' is a leap too far for most pack developers.

All the lateral, right brain thinking I've been doing has made my left brain feel constrained & stifled. Time for out-of-the-box reasoning.

On the development timeline, innovation is the bit that happens in between celebrations.

As a lone brand manager, you sometimes find yourself lost, lacking ideas, vision. And THAT's when the bean bag & post-its business gets you.

I wonder if the length of an innovation pipeline correlates with the attention span of the people responsible for filling it?

If you're allowed to bring just one thing to creative problem solving workshop; bring an answer.

OK, time for some of my own medicine. From now on, I pledge to have 10% better ideas.

Great, so we selected the sensible, safe idea from that batch of wacky concepts. Now let's build some fun into it, because it's a bit bland. #NeverGonnaHappen

Fact: workshop warm-up with armpit farts and alphabet burping does not raise a group's collaborative creativity, but man is it funny.

Well, as a last resort when looking for new USP's, you could choose to use your own product for a while & find out first hand.

Does your new idea look equally attractive with helmet hair and without make-up? Then don't hold back and embrace the future.

Test your true love of an idea by considering having it tattooed.

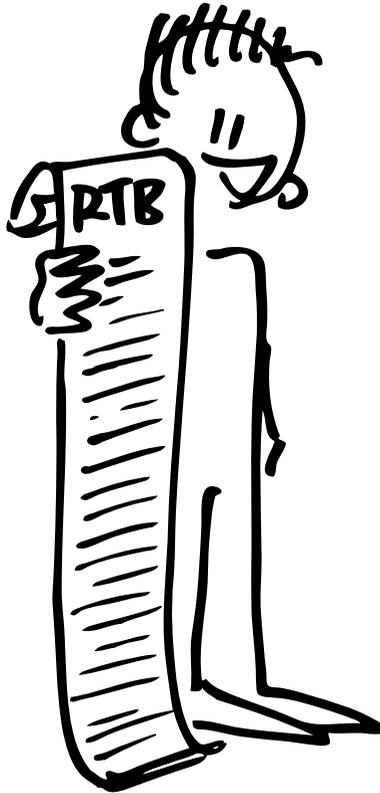
Make sure to have plenty of sex before an ideation workshop because even if you then have no ideas, you'll still have had plenty of sex.

Bad ideas can be cunningly disguised as good ones. Be prepared and arm yourself with the infallible power of hindsight.

LSD is pretty bad at creativity, unless you give a human as a tool.

Try explaining the value of a single-minded concept benefit to schizophrenic marketing manager.

No two snowflakes are alike. Ditto for cornflakes and skin flakes or any other flake you may meet today.



Relying on your 1st idea as your best idea is like expecting the idea of the century to come in the 1st decade.

Funny hats and beanbags in innovation sessions will help you creatively mess up your hair and wrinkle your trousers.

If you look hard and concentrate enough, you'll miss the solutions right under your nose.

If your product name sounds like something from a 50's monster movie, a 60's SF movie, or a 70's exploitation movie...
Reconsider.

Don't clutter a great idea with too much "Reason To Believe". You'll look like you're trying to cover up something, like the crooks in those old Columbo episodes.

Use it or lose it: a truth for your creative mind, your best people, your muscle mass, your front row seat and your car keys.

The success of an idea depends on the audience, the timing and the capability to manage cash flow. Much less the idea itself.

Creative Problem Solving is the intriguing arena where complex technical problems can be resolved by blistering air guitar solos.

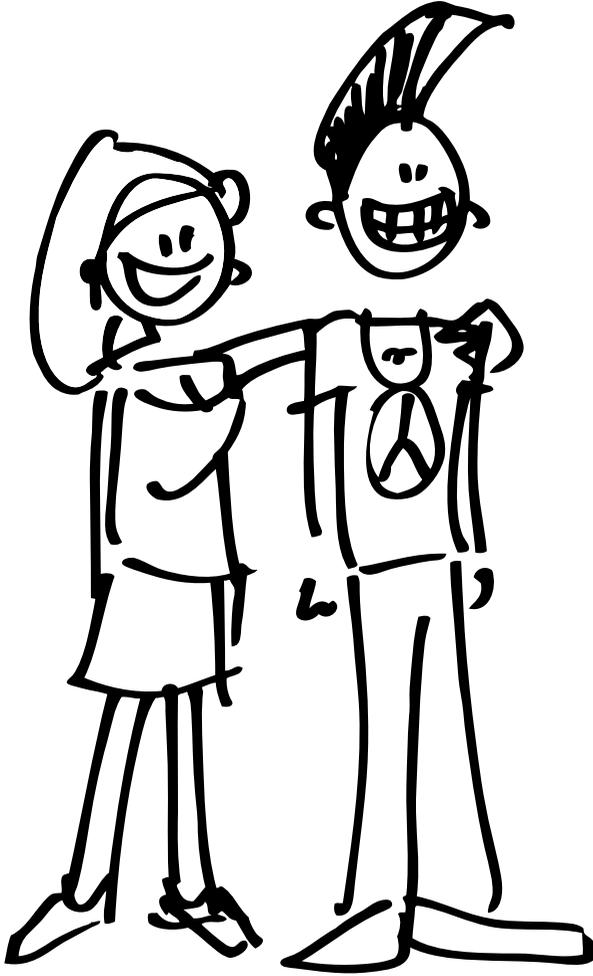
The fact you have nothing better doesn't mean what you have is good enough. Which is of course what originally drove us to walking upright.

Probably the single most important factor in progressing difficult innovation initiatives is getting enough sleep, for all involved.

When was the last time you surprised someone with a present they asked for? Co-creation works by uncovering needs, not by asking for ideas.

85% of inventors are too optimistic about the chances of success for their big idea. 10% are realistic. The successful 5% are very lucky.

Knowledge and innovation are fuelled by curiosity, so their greatest inhibitor is not ignorance but apathy. Or worse, bigotry. "



MOM, DAD – HE'S A CREATIVE.

It was a dark and stormy night..." - Marketing manager about to write a massively verbose consumer insight statement.

"Well, 2x2's are so old hat of course. Experience the raw power of our new 3x3" - boardroom consultant up-selling.

Newton explained that a system in balance won't accelerate nor decelerate. Go figure, work-life balance coaches.

If you can't explain your proposition with only hand gestures and maybe a crayon, make it simpler. Practice in a foreign language.

Inside every grey office mouse sits a vibrant creative soul, screaming to please be left inside where it's nice and quiet.

Hinged cell phones went extinct because of the discomfort for men with sideburns.

I'm writing this Organic Fair Trade food concept and need your help. Is "moral superiority" an emotional or rational consumer benefit?

In concept development, one word often says more than a thousand pictures.

I suspect most people complaining about lack of good ideas simply don't know what a good idea looks like.

Innovation success is as much defined by bravery as it is by the quality of the idea. Having opposable thumbs helps too.

Of course, for dreams to be broken, they require some structural integrity first.

No, you can't go out and look for something random. It wouldn't be random, would it?

"Let's revitalize this category with a new product everyone will love" – team embarking on product development which everyone will hate.

Yo Momma innovate so bad she lined up at the dole office to collect her concept's benefits.

Perfectionists and slackers have in common that neither knows when something is good enough.

Whoever talks about creative thought being as liberating as flying is deliberately excluding the analogy of endless runway taxiing.

Be aware that the big idea that will make you millions may currently be disguised as the rattling prototype that doesn't really work. Yet.

Get your final copy written by a native speaker; but not before the underlying proposition is done by a foreigner with half the vocabulary.

"Now watch me chart your future portfolio by using this amazing 2x2 matrix" - opening sentence to pseudo-scientific marketing extravaganza.

Innovation success factors: total dedication, long hours, your last money – they'll guarantee it wasn't lack of effort that thwarted your Big Idea.

Ideagnosia - the inability to recognize a good idea right in front of you.

You can't cancel out bad ideas by adding good ones. That just doubles your workload.

Speeding up an ideation workshop fearing creativity will run out is like speeding up painting a room fearing the paint will run out.

Set your objective clearly, focus, be confident, work hard and you'll be sure to miss the better opportunities that pop up on the way there.

Water and Air have remarkably low PR value as magic ingredients; even though they're two of the very few we actually can't do without.

The quality of an idea is defined by the sender, the receiver and the amount of noise on the line.

Imagine someone has to use your user-friendly feature 20 times an hour, 8 hours a day. Is it then still user-friendly or just fancy looking?

Stretching far out of the box and then raking it back in works great for innovative ideas; but very poorly for romantic relationships.

Contrary to Archimedes' findings - when you're up shit creek, hot air sinks and dense, grounded stuff flies.

Things that struggle to find new owners in the 2nd hand market: toothbrushes, 35mm cameras, underwear and creative ideas. #NotInventedHere

I've just upgraded my lucky socks to lucky pyjamas. Hope my clients don't notice.

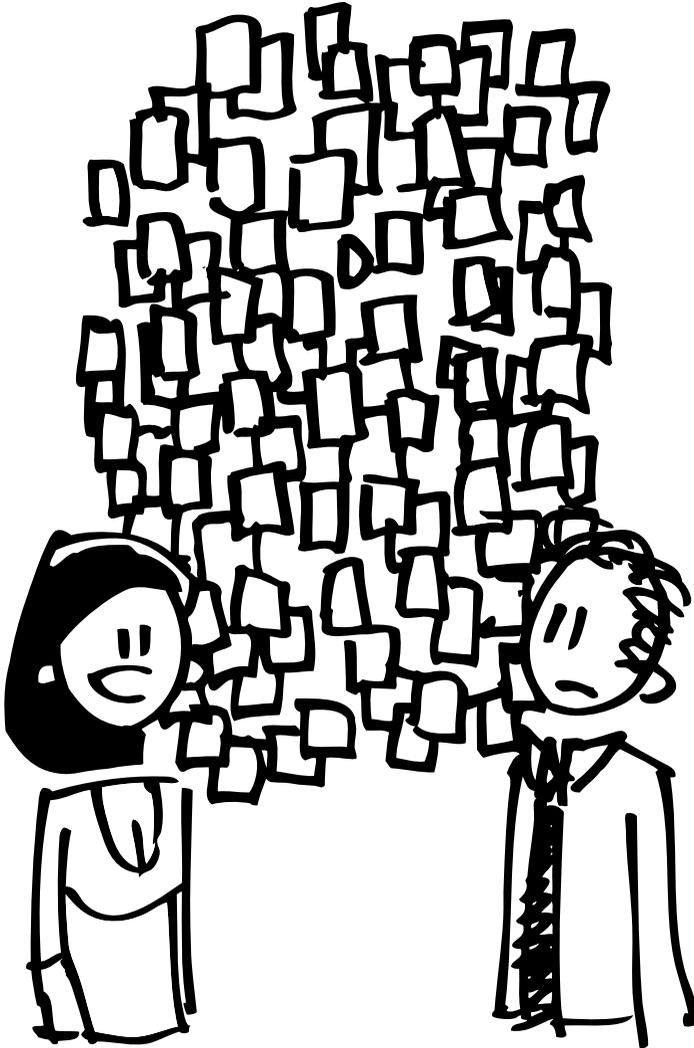
Creative Entropy - Once you've made something simple into a complicated mess, you can never make it simple again.

No matter what your creative facilitator wants you to do, you cannot focus outside the box. #HairSplitting

Creative revenge is best served bold.

Creating ideas alone is like drinking alone. Less fun, less productive, potentially embarrassing and a sign that something else is wrong.

Bottled iceberg & glacier water? I thought we were trying to keep those frozen. Or is it sustainable by freezing some Rhine tap water back?



**SCREW THE INNOVATION FUNNEL.
I WANT TO GO HOME.**

It's so easy to make it all very complicated.

If your big fab idea is so radically new there's nothing to compare it to, you have a massive positioning problem coming up.

From a constructive point of view, the row of windows in an airplane is like a massive perforated tear-strip to separate top & bottom halves.

Champagne for the winning idea. Real pain for what usually happens next.

Raising the innovative capability of a nation: Ask not what your country can do for you. Ask what you can do contrary.

The innovation space for new magic ingredients in food is about the size of the logic gap that both oxygen AND anti-oxidants are perceived as beneficial.

Only when facing deadlines do you finally notice the beauty of staring out the window watching the weather pass by.

Having to invent a new word to describe your idea is sometimes good, but usually very bad.

The ability to take ownership of something you didn't ask for is a mind-set to admire.

If you want the CMO to be happy, make sure the CFO is happy first.

Before launch, do check your original insight was a real one and not some spin you made up long ago just to get the project signed off.

Even in the most powerful and diverse ideation sessions, temptation calls to simply pick the new ideas that landed inside the box.

On word-smithing concepts. Ask yourself "will this really affect the final execution in any way?". Then find something useful to do.

[Hey positioning guru - what have you redone for me lately?!]

Funny how before social media, companies actually had to go out and speak with their consumers.

"Ceci n'est pas une pipe-ligne d'innovation!" - Magritte being really annoying in his first job in consumer goods.

The best R&D teams are happy to make the brand teams believe it's their own great idea. We can keep a secret.

The easiest place to start improving your products is reducing or removing the trade-offs of using it. Yes, there is always a trade-off.

"Would it generate enough excitement for a crowd funded business case?" - a good way to mentally check if your idea is truly breakthrough.

Aaargh. I always forget where I parked my ideas.

It takes three to Tango, unless one of the two can play the bandoneón while dancing.

Big ideas go unnoticed, unless you sprinkle lots of small ideas around them as reference to highlight the difference.

The question isn't if there's possibly a better idea (yes there will be), the question is if it'll be yours and if it's worth waiting for.

I have a hunch that successful artists are in fact successful businesspeople with an artsy hobby to fill the gaps between deals.

Innovation oxymorons: "extensive brief", "exploratory focus group", "emergency procedure", "low-risk opportunity" and "creative process".

Hey breakthrough innovators - yes, you can bend the rules of law & regulation. You cannot bend the laws of physics.

Even with the best intent, brainstorming for problems is never helpful.

"He who looks up, sees no borders" - but does trip over the kids toys all the time.

I think I'll re-interpret Einstein's quote as "Take things as serious as possible, but not too serious".

Invite the whole team to evaluate your idea and I guarantee you'll hear reasons it won't work that you had never imagined possible.

If your design team's presentation is laid out in Comic Sans, tread carefully.

When working on breakthrough product innovation, don't forget to check if you have the brands to deliver them through.

"No - 'rewarding' and 'gratifying' are two VERY DIFFERENT emotional benefits!" - Never wordsmith concepts with a OCD marketer.

"We want something with an eye and a globe" - starting point for too many logo design briefs and end point for too many un-briefed designs.

Are you re-writing that concept to convince your consumer or your market research department?

Nice shirt! I see you fell for the "no iron" on-pack claim.

You know the R&D prototype presentation is going to be fun if the presenter puts in earplugs and steps back 6ft before pressing 'start'.

Beware of brand managers who talk eloquently and extensively about their brand, without referring to the actual products.

"This concept has enough substance to excite a homeopath"

Passion backed by numbers will always beat mere passion.

"It's SO annoying when people check emails during my presentation. Or worse, just start talking" - Stewardess after her flight safety instruction.

"Help, I'm A Celebrity Get Me Outta Here" - the attitude amongst most marketing managers working on the same brand for longer than 3 years.

Give me a reason why - and I'll give you a conflicting one.

A: "Let's do an innovation marathon!"
B: "That's our normal procedure."

"I'd like to do more strategic work; but I don't really have a plan on how to do this" - the irony is lost on the thousands of creatives saying this.

"6!! I NEED A 6th... NOW!!!" - Desperate marketing manager whose quadruple promise has just been trumped by the competition's 5-in-1 claim.

"We need to explain our benefit with a broad, sweeping metaphor, consumers love that" - Marketer who needs to get more specific, quickly.

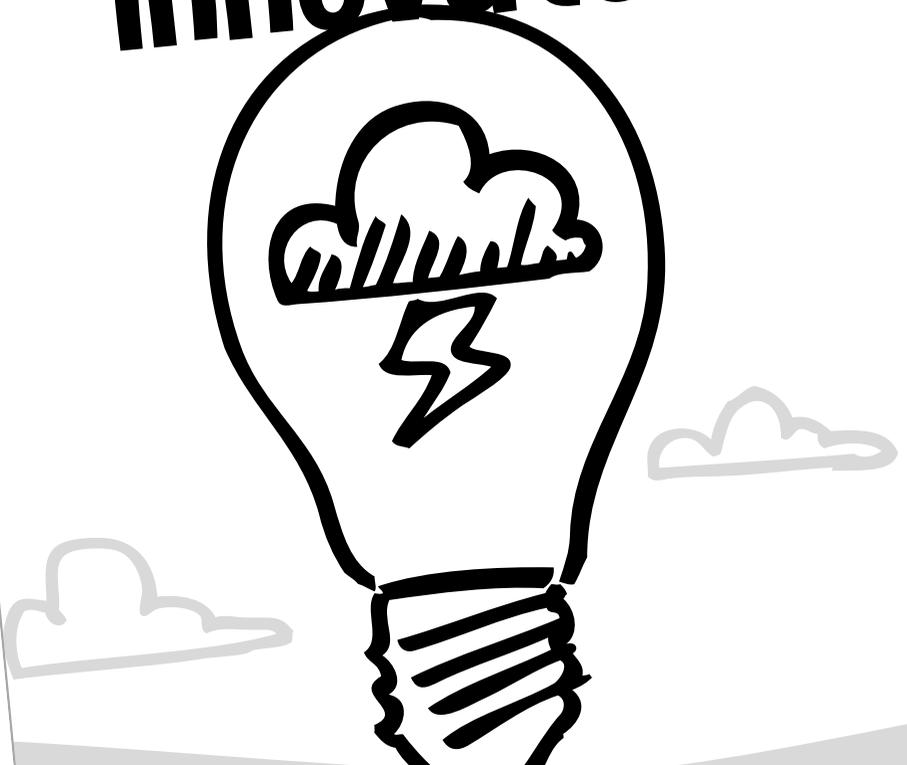
The modern equivalent of the classic concept format (insight-promise-RTB-tagline) is written as WTF-LOL-OMG-Like(x).

You may need to go back through your notes a few times to find what you weren't looking for.

I'm ditching the beanbags and funny hats. I hear it's much more effective to run creative workshops while driving, showering and sleeping.

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Second
thoughts from a
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innovator



Did you like this little book?

A: "When did you write the book?"

B: "When you were watching TV."

But seriously, assembling & illustrating these thoughts has been an intense pleasure to do. If you enjoyed reading the book, do let me know and I'll include your review in the next print run.

Thank you,

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