Introducing a new book about challenging assumptions and creating fresh business opportunities.

**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
The choice is yours.
Will your future be . . .
Eureka!


or . . .

Caramba!

You are stuck in the past and overtaken by events. Miss opportunity. Cede new markets. Fall behind.
In a rapidly changing world, you can either drive change or become a victim of it, depending on how good you are at harnessing your own and others’ creativity. Those who can do it well end up changing their industries—or even the world. Those who can’t end up being overtaken by other people’s creative tidal waves.

What’s the number one block to creativity? People’s tendency to get stuck in outdated beliefs and assumptions—what we call mental “boxes.” Getting stuck in an outdated mental box is easy because it’s comfortable; it lulls you into a false sense of confidence, believing that what has worked in the past will continue to work in the future. But it won’t, because change is inevitable.

The goal of this book is to help you break those patterns, and in the process challenge everything you think you know—about creativity, about your organization, maybe even about yourself. What assumptions do you have that you’re not even aware of? How might those hidden beliefs be holding you back? How can you break free to discover entirely new ways of seeing the world and take advantage of the opportunities you might find?

Come along and we’ll show you how . . . by Thinking in New Boxes.
To jump-start growth, BIC challenged its old mindset.

Old mindset, ca. 1972
“We make affordable plastic pens.”
Do we grow by making different kinds of pens (such as felt markers and tricolor pens)? Or are we really a different kind of company altogether . . . ?

Eureka!
We’re really a CONSUMER GOODS company!

New mindset, ca. 1973
“We make affordable lightweight-plastic consumer goods.”
Brick-and-mortar video stores got stuck in an outdated mindset of “retail video rental”...
as the world changed around them to “online,” “streaming,” and “subscription.”

Caramba!
Getting to **Eureka!**

demands that we look past old ideas, break out of old mindsets, and find new vistas of opportunity . . .
Think of a mindset as a **mental box.**

We *need* these boxes to

organize
classify
categorize
assign labels

and make sense of a chaotic world.
Mental boxes define how you interpret what you see in the world in front of you.
If you believe that you are simply a pen company, then the only thing that fits into your box is more pens . . .

But if you replace that old box with a brand new one . . . then you have a lot more room . . . for all kinds of new products and ideas.
Sometimes your box is missing a meaningful focus.

Groupe Danone built a global food company with a wide range of products.

Old mindset, ca. 2000
“We make good food.”
Should we grow by making more kinds of foods? Or are we really a different kind of company altogether . . . ?

Eureka!
We make food that’s good for you!

New mindset, ca. 2007
“Bringing health through food to as many people as possible.”
The old mindset for access to cars was failing many customers.

Old mindset, ca. 1999
“Own or rent.”
New mindset, ca. 2000

Eureka!

Why not *share*, for convenient, anytime access to cars.

New boxes can open the door to huge new opportunities and unexpected possibilities.

car sharing  |  game sharing  |  home sharing  |  bike sharing
Rethinking the supermarket concept shattered old assumptions.

Old mindset, ca. 1985
“We have a huge variety of products.”
(traditional supermarket)

New mindset, ca. 1990
“We have 80 percent fewer products in one-third the space, with drastically more private-label goods.”
(Trader Joe’s)
Rethinking the airline business required creating a range of new boxes.

Old mindset, ca. 1970

“Many types of planes, major airports, reserved seats, travel agents, all-inclusive pricing.”

(traditional airline)

New mindset, ca. 1995

“One type of plane, secondary airports, open seating, no travel agents, unbundled pricing.”

(low-cost airline)
Outdated mental models box you in, leaving you unable to spot opportunities and risks.

“The Americans have need of the telephone, but we do not. We have plenty of messenger boys.”
Sir William Preece, chief engineer of the British post office (1876)

“Guitar groups are on the way out.”
Decca Records, justifying their refusal to sign the Beatles (1962)

“I don’t think there will be a woman prime minister in my lifetime.”
Margaret Thatcher (1973)

Caramba!
Identify opportunities, seize them, and change the world? . . . Or . . . be overtaken by change?

It all depends on how good you are at challenging your existing boxes and mental models.
The first step to creativity is to challenge your assumptions!

And to do that, the first step is to identify your current boxes.
PART I

What are some of the boxes you use to look at the world in front of you?

What assumptions and constraints are inherent in the way you do things?

How do you define your customers?

Your competitors?

Your own company?

Take a moment to write down some of the existing boxes you use.

1. 

2. 

3. 

4. 

5. 

6. 
Reader Challenge

PART II

Don’t be led astray by preconceptions and assumptions.

Review your boxes:

• When did you last question each of these boxes?
  • How might you do so now?

• What are some extreme or opposite possibilities for each of them?

• Can you describe your company without using the top five words that most people would associate with your organization?
Outdated mental models and assumptions keep us stuck in old patterns.

Often we don’t even realize it . . . until it’s too late.
Thinking outside the box is not sufficient. It tells you that your current boxes are not good enough but gives you no guidance on where, or how, to find new ones.
You need a systematic way to identify and question old boxes . . . and then create new ones.

All our ideas are only working hypotheses
- We create new boxes with inductive thinking, and we use them with deductive thinking
- We see the world not as it is, but as we are
- We need to identify our models and try to explore ways in which they might be adapted

All our ideas come from the world
- Research can help us understand the world in front of us, using tools including megatrends, customer insight, competitive intelligence, and more
- However, research alone is insufficient; we cannot arrive at new boxes using only deduction

No idea is born good—and the best way to have a good idea is to have a lot of ideas
- This is classic brainstorming—necessary but insufficient
- Numerous tools and techniques are available
- The key is to shift perspective, reframe the problem, and try analogies or new combinations

Any idea, to be useful, must be frozen, at least for a time
- To take action, we need to make decisions. Again, a range of tools are available, though most people are better at converging than diverging
- Divergence and convergence are both critical—but not at the same time

No idea is good forever
- We should always be vigilant, watching out for weak signals or paradoxes
- There are numerous business examples of companies failing to survive their own success
In a fast-changing world
with an uncertain future . . .

Will you be in command of your destiny?
Will you reshape your world?
Are you boxed in by the past and unable to change?

• Is your strategy no longer workable?
• Do you need to shake up your operations?
• Are you looking to jump-start R&D?
• Is your organizational setup and people model feeling uncompetitive and worn out?

• Are you . . .
  > An NGO stuck for new approaches?
  > A policymaker mired in conventional thinking?
  > Having a midlife crisis and need of a vision for change?
  > A middle manager searching for the next big thing?

Break free!
At any level of any organization . . .

Thinking in new boxes

• frees your executives to see extraordinary new futures

• frees your managers to innovate and rethink old practices

• frees you and your teams to try radical new approaches that might change your world
About the authors

Luc de Brabandere is a fellow and a senior advisor in the Brussels office of The Boston Consulting Group. He leads strategic seminars with boards, senior executives, and managers from a wide range of companies looking to develop new visions, products, and services, as well as long-term scenarios to prepare for the future. He is the author or coauthor of nine books, including The Forgotten Half of Change: Achieving Greater Creativity Through Changes in Perception, and a regular columnist for various newspapers in France and Belgium. He also teaches in the management programs at the Université Catholique de Louvain and Ecole Centrale Paris. Prior to joining BCG, he was the general manager of the Brussels Stock Exchange.

Alan Iny is BCG’s senior specialist for creativity and scenarios and is based in the firm’s New York office. He has trained thousands of executives and BCG consultants, runs a wide range of workshops across industries, and speaks around the world about coming up with product, service, and other ideas; developing a new strategic vision; and thinking creatively about the future. Before joining BCG in 2003, he earned an MBA from Columbia Business School and a BS with honors in mathematics and management from McGill University.

To learn more
For additional insights and materials, please visit bcgperspectives.com/ThinkingInNewBoxes and ThinkingInNewBoxes.com. Luc and Alan are available to talk with the press and organizations.

To join the conversation on Thinking in New Boxes, please use the Twitter hashtag #NewBoxes. You can follow Alan at https://twitter.com/Alan_Iny.

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