



CREATIVITY AND MARKETING

INTRODUCTION

Creativity is the greatest rebellion in existence. If you want to create you have to free yourself from all the conditioning; if not, your creativity will be nothing more than copying. You can only be creative if you are an individual, you cannot create if you are part of mass psychology.

The creator cannot follow a path already trodden. You have to find your own way, you have to explore the jungles of life. You have to go alone; it has to cut itself off from the collective mind. The collective mind is the lowest mind in the world.

In fact, humanity will only really be born on the day that the individual is respected in his rebellion. When a person creates things that no one has seen before, they hear things that no one has heard before; then there is creativity.

A creative person is always trying wrong ways. You will never be creative if you always follow the right path to do something, because the right path means the path discovered by others. And the right path means that, of course, you will be able to do something, you will be a producer, a manufacturer, you will be a technician, but you will not be a creator.

A creator has to be able to appear ridiculous. A creator has to risk his supposed respectability. So you always see that poets, painters, dancers, musicians are not very respectable people. And when they become respectable, when they get a Nobel Prize, they stop being creative. From that moment, creativity disappears.

The greatest creativity occurs in people who are trained in another discipline. For example, if a mathematician starts playing music, he will bring something new to the world of music. If a musician becomes a mathematician he will bring something new to the world of mathematics. All the great creativity happens through people who have gone from one discipline to another.

Creatives are generally curious, and this curiosity leads to knowledge in many different fields.

One of the secrets to being successful creative is being able to organize your ideas. Without such an organization, ideas come and go in a kind of free flow and the creative will spend his life wondering where he could use them most effectively

The creative knows a little of many things and does not cease, to insert his knowledge in any subject that appears.

Creative People Characteristics:

1. They can accept criticism
2. They can withstand the pressures
3. They can work anywhere
4. They can work on more than one thing at a time

People who produce Ideas often have a different watch than people who do other businesses. Some work very well in the early morning hours and are exhausted by mid-afternoon. Others start late.

A common and natural source of creative ideas is the flow of thought, excited by the creator himself or by external stimuli.

One of the keys to people's creativity is what they do in their free time. Creative people cannot stop being creative, for example, the writer who paints when he is not writing, the lawyer who writes poetry, the art director who builds boats, the film director who grows orchids. If you interview someone who, when asked what they do when they are not working, responds: "I sit down and watch television. When the end of the day comes, I am exhausted. I don't want to do anything ..." Be careful. That person can be a good manager, an entrepreneur, or even a competent creative, but I bet he doesn't have, an overabundance of creativity buzzing and scrambling to spurt out.

The mind connects incredible things. The controls of science and art are deeply interconnected. To develop a complete mind one must study the science of art and the art of science. You have to learn to see and understand that everything connects with everything else (Leonardo Da Vinci).

It should be borne in mind that creative activity is always preceded by a feeling of anxiety, because it is the consequence of a conflict that develops within each person's unconscious. But sooner or later the unconscious produces a solution to that conflict.

You never have to fear mental blocks. Nor should one be suspicious of anxieties or distrustful of setbacks. When any of these situations arise, it is very possible that it is the inevitable warning that a great idea is about to originate. Filmmaker Steven Spielberg often reflects with the following words: You always have to persevere, because after a thunderous failure, usually comes great success.

All creative thinking comes from seeing or making connections. Everything is connected to everything else, but our minds cannot always see the links.

A creative person is one who does things that others think are unfeasible.

Creativity is the ability of man to give rise to new, profitable, intelligent and quality things.

The creative man is one who has the remarkable ability to assimilate all the knowledge he learns, through years of study, to immediately be able to combine them in a way that no one would have thought to do before, causing amazement, enthusiasm and admiration and, adding to his invention, a powerful force for change and renewal. The creative man is the one who tries to do exactly what all the rest of the people think is impossible. and it does so with highly positive results.

Some 159 years before Christ, the dramatic poet Terentius already warned that "... wisdom consists not only in seeing what is before you, but in foreseeing what is to come." This comes to mean that the creative is, above all, a person who demands a lot from himself, who notices before others the changes that the future brings, who has a high power of self-criticism, who imposes a discipline rigorous in learning and invariably intolerant of mediocrity. For reasons such as those mentioned, the Italian poet and playwright Ugo Foscolo (1778-1827) estimated that there were three foundations of wisdom: "See a lot, study a lot, suffer a lot."

The creative professional who contributes to social enrichment is one who, together with having great facilities for communication, is also capable of thinking and imagining freely (except for the obvious and natural restrictions imposed by ethics and morals) and of associating intelligently and reflexively ideas and concepts from the most different and distant fields.

The curious is the one who lives excited by knowledge, the fundamental virtue of imaginative and creative people.

Blas Pascal (1623 - 1662), a seventeenth-century French philosopher, used to say of curiosity the following: One of the main diseases of man is his restless curiosity to know what he cannot come to know. Similarly, Oscar Wilde recalled the following: Questions are never indiscreet. Sometimes the answers are.

Men have been shown to be particularly creative when faced with:

1. Crisis
2. Problems
3. Difficulties
4. Dangers
5. Obstacles
6. Complications
7. Severance

Getting someone to notice what we do has always been a challenge, but in the 21st century it will become a much bigger challenge:

- How are we going to get them to read us in newspapers and magazines?
- How are we going to get them to listen to us on the radio?
- How are we going to get them to watch our television shows?
- What will we have to do to make them prefer our products?
- How are we going to make a difference?

The answer remains the same. We will excel to the extent of:

1. Our creative capacities.
2. From our originality to perceive the world.
3. The enthusiasm with which we assume our tasks.
4. To always keep a new look around us.
5. To find those new and unusual combinations in what already exists.

The creative professional is not satisfied with existing solutions. In a way, he is a nonconformist; healthily nonconformist, since it does not arrive at the point of transforming into an eccentric figure, without objectives. That nonconformity is what is known as a creative work attitude.

The creative person is also the one who has a great facility to adapt to new, unexpected and different situations than usual. Stiffness and inflexibility are not characteristic of his way of being.

The creative man is the one who knows how to use technology and all the resources at his disposal. He is a highly plastic professional, always open to change, capable of evaluating the advantages of planning and understanding scientific and technical principles. These are precisely the people who allow greater social development.

Creativity is the technique that allows solving problems. And that technique can be applied to all human activities. It can be applied to medicine, sociology, marketing, education, pin production and, of course, journalism, advertising and everything related to the communication environment.

Creativity comes from the most incredible juxtapositions, the best way to maximize differences by mixing ages, cultures and disciplines.

Any product, any product can be great and irrationally great if you hire people with fascinating backgrounds and hopefully extraordinary good taste: artists, poets, historians, who with their magic know the best that man has done and incorporate it into their projects. In this way the Macintosh

team is a wonderful combination of artists and engineers. Their aesthetic interests are as strong as their technological interests and create a friendly creative and operational system.

Jack Mingo, the author of *How the Cadillac got its fins*, is very sobering when he states that novel and interesting things rarely come from the "men in suits and ties, especially if those suits are dark gray or black, but come of the transgressors and of an environment that stimulates the transgression". But he clarifies that "this does not mean that a transgressor is automatically the generating source of successful products and services. But on the other hand, he affirms that all the success of this world is due to certain efforts - policies and products - of those few crazy fanatics, but they can also wear a suit and tie".

WHAT IS CREATIVITY?

The word creativity has been reasonably confused with the technique of creating ads. But it's not just that. Creativity is the technique of solving problems. This technique can be applied to all human activities and not only to the specific activity of creating good communication. It can be applied to medicine, sociology, marketing, finance, education, pin or motor grader production, public administration, accounting, journalism; to everything; discover new paths, considering knowledge as a means and not as an end in itself. By giving knowledge to creativity, it expands.

Marketing Practice Is A Permanent Exercise In Creativity

The conscious marketing man uses all his imagination not only to carry out already established projects; but also to detect possible changes that will have a decisive influence on the life of your company, and on the lives of other people and your own life. Gerard Piel warns that, because the time gap between an invention and its application decreases so rapidly today, it is necessary to try to foresee the ethical, social and economic implications of each new product; Today, man is forced to recognize and approve of profound transformations in human values.

THE COMPANY CREATIVE SOLUTION TO A PROBLEM

Every company is the creative solution for anguish generated by a problem. The businessman identifies an unmet, or unsatisfied, need and sees in it the opportunity to obtain a reward.

Creative activity is always preceded by this anguish. Freud defined creativity as coming from a conflict within the unconscious; Sooner or later, the unconscious produces a solution to that conflict.

If the solution reinforces the activity intended by the ego, that is, by the conscious part of the personality, we will have as a result creative behavior.

According to Freud, the happy man never indulges in fantasy, but the dissatisfied does; the unsatisfied instincts are the driving forces of the fantasies and each fantasy is a satisfaction of desires, a rectification of unsatisfactory reality.

Therefore, creative solutions result from the liberation of energies necessary for the liberation of that anguish.

The simple existence of a company assumes that there was a crisis at a certain time; The company is, by itself, the solution that was found through a creative approach to a problem.

In business terms, the solution must be found by production and by the distribution of products or services. And through conscious and permanent incitements to the crisis that preceded the creation, force the company to always and systematically have that initial impulse that gave birth to it and that, in certain circumstances, would now make it "reborn" several times during the course of its existence. Obviously, our objective is not to offer prefabricated solutions but to fulfill a much more important mission: to identify ways.

Knowing how to ask questions is much more creative than finding answers.

The greater the number of questions, the greater our probability of finding a good answer. It is from quantity that quality arises, both in art and in marketing.

Taking up the initial anxiety in systematic terms, by formulating problems, questions, answers, alternatives, is one of the healthiest forms of business creativity.

However, in business terms, it is vitally important to understand that marketing is essentially the management of creativity in search of optimizing profit for survival and expansion.

Heuristics And Algorithm

Creativity is a much more heuristic than algorithmic process.

Algorithm: it is a rule, a law, or a truth that, whenever applied to known premises, produces results that, although not known, are at least expected. An algorithm, programmed on disk or in the human mind itself, is the logical result.

Heuristics: from the Greek heuriskein (discover), is a circumstantial truth; it is not verifiable, it is not mathematically verifiable. It is frequently found in what we might call "popular wisdom."

Heuristics admits the contradiction and must live from it.

The law of parsimony affirms that, given two possibilities for the solution of a problem, the simplest must be accepted, because it is more likely that this is the correct one.

Other Heuristic Applications For The Company

Almost every business procedure is by nature heuristic. You can never be sure of any conclusion that has been reached from previously experienced premises.

Therefore, it is interesting that we recognize some heuristics that, on certain occasions and according to different opportunities, may or may not be applications to the company:

1. Law of parsimony. Already seen. Determine that, among 2 solutions, the correct one is probably the simplest.
2. Friedrich's Law. According to Karl J. Friedrich, one must always start from the concept that the "human creature lies". Also called "The Men Lie Law" (the law of the human lie) determines that nothing should be accepted a priori, everything should be questioned.
3. Law of information sovereignty. "Never fight against information," says the law. The first step is to always accept as true the information that is available. Only if they fail to explain a certain phenomenon should we question them. As is typical in heuristics, that law contradicts the previous one.
4. Law of depersonalization. Marshall Mc Luhan says that you need to get out of your own environment to be able to perceive it. He exemplifies his statement with the phrase of a Jesuit friend of his: "if someday someone discovered water, that someone was not a fish." Robert Townsend recommends that from time to time you should phone your own company and try to talk to yourself, only to realize how difficult it is.

In that way, that law orders us to increase our perception, to look at an object known as if we had never seen it before. An experience: take a walk around your own city and look at it as if you were a newcomer tourist. Reverse the process of "deja vu" (already seen) and look at the usual scene as "jamais vu" (never seen).

Murphy's Laws: "If a single wrong fact can happen in a business, that fact happens." Perhaps it is due to that law, that in Cape Kennedy the technicians are so concerned with the "zero defect"; that is, in a space rocket, nothing can go wrong. Even so....

On the other hand, Murphy had a sinister vision of business activity. For example, its other "laws" say:

1. Things that are left to chance always go from bad to worse;
2. If there is any chance that several things will turn out, the only thing that will not turn out is the one that will cause the most harm.
3. Nature always takes advantage of hidden defects.
4. If everything seems to be going well, obviously something went unnoticed.

Starting from Murphy's laws and Peter's principles, many other laws were exposed, including among the most interesting those of the Brazilian Fang ("in any field of human activity, man will always do what he knows, and not that is necessary ") and Mammana (" the shortest path between two points is always underway "); those of Jones ("the man who smiles when the situation is critical, is thinking of someone to blame"), those of Goden, Crosby, Catt, Segal and one that interests us especially, such as Rudin's law that proclaims that " in a crisis that forces a choice between alternatives, the majority will make the worst choice.

Law of obsolescence: If something works, it is obsolete. Apparently paradoxical, it becomes evident when considered in relative terms in time: for the idealizer of a car, a rocket or an airplane, for example, the project is It becomes obsolete the moment you leave your desk, from that moment on, you start to project improvements and other models.

Creativity: It is the act of giving existence to something new, unique and original. In marketing, this "something new and original" must start from the basic premise that it must be useful for the company or its creator, for the consumer community or for the community in general.

Creativity can take two main forms: Invention and discovery.

- a) Invention (or innovation):** When through the association of two or more apparently different factors, a third factor is reached that has part of the previous ones, but that, in relation to them, is new.
- b) The Discovery:** It occurs when something already existing is perceived and that finding is expressed, either through a definition, or through a mathematical equation or formula.

It could be said that invention, because it depends more on creativity, is more heuristic and that discovery, on the basis of what already exists, is more algorithmic.

Intuition (insight): Sudden perception of a solution. In general terms, intuition is the answer that precedes the question and occurs when, from unknown data, it is possible to generate new data, which is combined for the invention or for discovery.

CREATION ASSUMES VARIOUS FORMS

The imagination

It is the mental representation of what is remembered, or of what has never been grasped by the senses. In this second case, we would classify it as “creative imagination”, a mental image of something previously unknown and never presented to the senses, either as a receiver or as the transmitter of creative communication.

The fantasy

It is the ability to freely represent the new and the unreal, eventually through the combination of elements of reality. Scientific fiction in this sense becomes fantasy insofar as it represents a new solution, based on data from the reality already established or from a less possible reality. Flash Gordon was a fantasy thirty years ago. Today the information is less unknown, since they are already part of a possible reality, while at the time of its creation it was an impossible reality.

Finally, creativity is the ability to mentally form ideas, images and things not present or to give existence to something new, unique and original, but with a purpose. Therefore, creation itself is different from creativity.

Creativity within the company does not mean, then, the search for originality, but the search for the solution of specific problems. It is very important to consider this, so that there is no confusion, associating creativity with the unconventional or with the unusual or vice versa.

The systematic organization of creativity within the company is what we could call marketing.

Marketing seeks to adapt the company to the characteristics of the market, extracting from this adaptation the fulfillment of business objectives.

When a marketing executive manages to measure an alteration in the market and adapt his company to that sensitive demand, he is functioning as a discoverer.

However, when he manages to determine the characteristics of a latent demand, something that has not yet been specified, which is not yet sensitive, at that moment the man of marketing is really acting as an innovator; act as an inventor.

In both cases, by not remaining indifferent to reality and acting pragmatically, that executive will be being creative.

THE CREATIVE PROCESS

Don Fabun divided the creative process in the following way:

1. **Wish:** The person must, for some reason, want to create something original. This is what he calls work attitude.
2. **Preparation:** Or accumulation of data, aims to "make the strange familiar".
3. **Handling:** It is an attempt at synthesis, to bring together apparently unrelated concepts, or "to make the familiar strange".
4. **Incubation:** The unconscious component of the creative process, and whose description of Fabun coincides with others.
5. **Anticipation:** This is what we will later describe as warm-up. According to Fabun, there is a feeling of premonition, something tells us that the problem is about to be solved.
6. **Illumination:** The expected solution.
7. **Check:** Confirmation of the feasibility of the solution.

The Creative Process For Problem Solving Can Be Divided Into Seven Stages:

1. Identification

Identifying the problem seems too obvious, but very few people know exactly what kind of problem should be solved.

A well defined problem is already 50% solved.

2. Preparation

This must be direct and indirect.

It is direct when we accumulate information pertinent to the problem that must be solved. That is, when we seek only information that contributes to a possible solution.

Thomas Edison: "Genius is made up of 1% inspiration and 99% perspiration".

Perspiration is indirect when we seek information about everything that can contribute to a solution, even if at first glance it has nothing to do with the problem.

Information is a measure of the freedom of selection that you have when you select a message.

Indirect preparation may eventually be unconscious when the person is engaged in solving a problem, and once all the relevant information at hand is exhausted, he begins to search for other possible information. But the solution does not come far; or if it comes, it is unsatisfactory. The person, consciously determined to find a good solution, feels the pressing need to read, see and feel apparently separate things, not only from each other, but also from that initial objective.

However, he cannot stop continuing to receive information: he visits people, goes to cinemas, desperately reads, consults statistics, which possibly has nothing to do with the problem, initiating a process of accumulating data. This "feeding" is done in a normally chaotic or irregular way in the indirect accumulation, but it is heating the mental batteries: the brain begins to associate apparently different data.

Furthermore, the same author says that when analyzing the creation and development of the universe from what he himself said was to go to chaos towards order, Shapley writes that chaos is nothing other than an unperceived order. "Chaos" is a word that indicates the limitations of the human mind and the poverty of the facts of observation. The words "chaos", "accidental", "unpredictable", "luck", are conveniences behind which we hide our ignorance. "When his banker says 'that can't be done', what he means is 'I don't know how to do it'.

When a state of readiness is reached, that is, when concentration on the problem only increases distress, rather than decreases it, the human mind is practically disconnected.

3. Incubation

According to some psychologists, the incubation process develops more on the plane of the unconscious, or on that strip of the preconscious to which all the authors resorted in the sense of trying to discover the creative process.

Rest is necessary. Then it works again. Even if nothing is discovered in the first hour, perhaps afterward the solution will begin to emerge naturally. Conscious work seems to be made better by interruption. The strength and vigor of the mind were restored by rest.

However, incubation after the conscious accumulation of direct and indirect data is a relation of the human mind against distressing pressure. The mind, on the plane of the unconscious, begins to work practically alone. That anguish, the need to release energies, can often take the form of manual work. Incubation seems to be achieved by a large number of executives through the intense practice of a sport.

4. Warming Up

The return to the problem, with the feeling of a close solution, constitutes a clearly different stage of the creative process: it is the warm-up or warm-up.

It can be unconscious when the mind illuminates through flashes and returns to the problem with less and less frequencies: ideas cross the unconscious conscious barrier in a disorderly way at first, but then go to the solution by means of successive approximations.

5. Lighting

When then the idea comes up. In many cases; really, in almost all; it is the end of that strong anguish that the individual had been feeling.

Although it appears suddenly, apparently without physical effort or great mental effort, in reality, enlightenment is the result of quite laborious periods of preparation, in many cases, also of warm-up.

The person who manages to identify what their "special condition" is, their superstition to reach the enlightenment process, can contribute to its appearance more quickly. There are people who feel the need to go to certain places. Others have to walk. Fellini says that the best ideas come to him when he visits the house where he spent his childhood. It is well known that certain people associate shaving with meeting their ideas. In reality, they have already passed through the incubation period and are also in that stage that, immediately after sleep, the mind is rested. Some people need to go to the bathroom to find ideas, others have to go through certain streets, or talk to certain friends, and so on.

6. Elaboration

The ideas, previously abstract, are organized and through the construction of a theory, the formulation of a plan, or structuring an equation, we begin to associate it with unknown data from reality, in order to "make the unknown familiar" .

Eg: Hemingway, to finish his novel "Goodbye to arms", rewrote its last page 30 times.

In the elaboration process it is where we determine with more precision the difference between the passionate and the professional, between the one who knows what he is doing and the one who is right from time to time. In the sense of seeking professionalism, the preparation stage is as important as the preparation stage.

7. Verification

There is a time interval that can vary from a few seconds to several years, between lighting, the elaboration of the idea and its verification.

The increase in technological resources has dramatically decreased the interval between the discovery and application of an idea. Photography, invented in the first half of the 18th century, was only applied 112 years later, while the transistor; an invention that revolutionized the world; It took only 3 years to get app. The laser beam and fax, currently in use, will further decrease the interval between the invention and worldwide use.

Idea And Action

New ideas literally turn into business overnight. In other words, new companies gained more speed. New products can be tested more quickly, and the market response is measured instantaneously. For the intellectual worker of the future, ideas will be action.

Money is Time

In the new economic model, we can revert the concept to "money is time". Time becomes the key resource, and money the means of measuring whether or not time is being used wisely.

Be Minute

"Be thorough" go all the way, check all the data.

Identifying the problem helps make the unknown familiar to us. And sometimes just identifying a problem is itself the solution.

Collecting all possible data during the preparation stage already indicates safe paths for the solution; is where knowledge comes in.

Incubating the problem allows the mind to find combinations that may already be inside it and were not known. This is a very important stage, since it is where the different “creative superstitions” are revealed, that is, those moments, gestures, circumstances, internal or external, that favor creativity. The warming can be caused technically, through the imposition of deadlines or in Brainstorm or "brainstorming" meetings. Developing those techniques was a big step in the concept that creativity would be something that everyone could master.

There is an illumination and the idea arises; one of the most gratifying sensations of the human condition. Or, on the contrary, several ideas arise, choosing one of them later.

The idea is elaborated, perfecting it, improving it, shaping it from its own characteristics, or adding characteristics from other ideas.

Its validity is tested in the verification, either through research or through simple observation.

FUNCTIONS OF THE MIND

In the warm-up period, it is very important that we know the mind, in search of the combination of elements, a combination that will generate, possibly a new, unique and original idea.

This occurs through the association of ideas. The association of ideas, eventually fostered, if not by the multiplicity of careers at least by the multiplicity of interests, is particularly stimulated in Brainstorm or (brainstorming) sessions and develops more easily when learning to develop judgment deferred, that is, when it is not judged at the very moment the associations occur, which also eventually releases intuitive thinking. This important Deferred Judgment technique is essential to stimulate creativity.

Through the association of freely exploited ideas, participants in the Brainstorm session will be able to unleash the full potential of accumulated impressions.

It is good to know that the association of ideas is basically made up of imagination + memory.

The Greeks had already established four laws for the association of ideas:

- The contiguity: The proximity that exists between two images: sea reminds ship, feather reminds bird.
- The Similarity: In which two images overlap: cat remembers tiger;
- The Sequence: In which one idea follows the other: thunder / storm; poison / death;

- The Contrast: Black remembers white, hate remembers love.

The contiguity, similarity, succession and contrast that can sometimes arise from a word, a sound, an aroma, a voice, a form, a gesture, a color, often indicate the solutions sought for problems proposed in marketing.

How the Mind Operates

We can rely on Piéron to quickly define the functions of the human brain:

1. Absorb, through the application of attention.
2. Retains, through memory.
3. Create, visualize, foresight and generate ideas.
4. Judge, analyze, compare and choose.

The Lock

In Wallas's experiences, it was observed that the greatest obstacle to the development of creativity lies in the fact that when faced with a problem and forced to present ideas, the human creature has a tendency to use two of the functions of his mind at the same time. time, that is, create and judge. At the very moment in which it is being created, the idea is judged, and that ends up working as a brake on new associations and a greater number of ideas.

In both art and science, it is from quantity that quality is extracted; The greater the number of ideas placed at our disposal, the greater the opportunities to find the one that truly represents the solution to the problem.

HOW TO STIMULATE CREATIVITY IN THE COMPANY

The technicians in charge of directing the destinies of a company have a constant activity of preparation. Paradoxically, the more trained, the less creative these people will be, if we take as technical training the absorption of specific formal knowledge. The technician tends to his level of creative incompetence, labeled "trained incapacity", mainly due to the fact of always judging ideas at the same time that he creates them, subjecting them to criteria based on his knowledge patterns. The Braintorm consists of the deliberate alteration of those two stages of thought, creation and judgment. In the Braintorm the spirit of the imagination must be disconnected first and, only later, that of the judgment, and not think at the same time of the solution of the problem and its criticism.

Therefore, in a Braintorm, any idea, however absurd, meaningless or incomplete it may seem, must be written down without shame. "Bold ideas," says Goethe, "are like chess pieces that the player offers; they can be sacrificed, but perhaps they are the key to victory in the remaining plays".

To Freely Obtain Those Ideas, The Company Can Use The Following Techniques

1.- Braintorm Or Brainstorm

The main characteristic of the brainstorming is the total absence of criticism and the deferred judgment. Any ideas that come up, whatever they may be, are accepted, but never judged at the same time.

In general, it is a session in which a large group of people participate, many of them with previous knowledge of the problem, but also a fairly significant number of people without the slightest knowledge of the matter.

In those sessions it is absolutely forbidden to make observations of the type "no, that does not work", "it has been tried and it did not work", "tsk, tsk, tsk", to make that superior smile or any gesture that means disapproval. can inhibit, the free influence of ideas must be tolerated.

Ron Kaatz's Advertising & Marketing Check List book exposes an 11-point formula for a successful Braintorm meeting:

1. Make sure the meeting place is comfortable and informal.
2. When you want to feed the mind, you cannot neglect the body; keep plenty of liquid and food in the room.
3. Select a person as the group leader.
4. Clearly define the problem when the meeting begins.
5. Determine a guideline and time for the meeting and stay true to both.
6. Make sure all ideas are written down.
7. Do not allow criticism of any kind or negative reaction to the suggested ideas.
8. Let each idea build and spread over the others.
9. Keep all participants actively involved by making contributions.
10. Encourage free discussion and analysis and broad exchange of ideas at the meeting.
11. When the meeting ends, use your normal business judgment when discussing all ideas.

2.- Reverse Brainstorming

It would be a Brainstorm on the contrary, where a session is carried out in which only the defects of a certain product, idea or service are searched.

In the same way that in the other session criticism of the solutions that arise is prohibited, in this one the defense against the indicated defects is prohibited.

The purpose of the Brainstorm is to give participants an external vision of what they want to improve, since it is already known that excessive commitment to a product, idea, service or company, ends up causing the person to lose perspective.

Here it is also necessary to point out all the observations made to judge them.

3.- Synectics

Association of apparently irrelevant ideas; while in the brainstorming and in the reverse brainstorming the search is the quantity, in the synectic the objective is to find the quality. This is the difference.

Participants in a synectics session must be knowledgeable about each aspect of the problem that will be solved. Their knowledge is complementary to each other.

It can work with knowledgeable people who are related or not depending on the topic, but it is better that their areas are related.

4.- Individual Brainstorming

A single individual can form a brainstorming group, having himself as the only member. In that case, the elimination of internal and external judgment patterns and the proper use of the indicated ideas, plus the checklist, and thinking by area or attribute relationship, can result in very good ideas and alternatives that later, can be evaluated as solutions to a problem.

5.- Creative Centers

There are certain places that suddenly begin to transform into irradiating centers of ideas, of very great innovations. A creative group that is self-stimulating and self-propelled ends up transforming itself into something highly positive, that's when new, unique and original ideas actually lead to development. Or it becomes something very negative, when those ideas only serve to accentuate retrograde positions. Although that second alternative is rare, it can occur in terms of philosophy, religion, politics, and economics.

The phenomenon of the creative center is supposed to work like a spiral.

A great professor at a university attracts new talents and these end up supplying other new ideas and, through interactions and increasing stimuli, the center develops. A great executive attracts others. A great creator can function as a magnet for others.

Even the Braintorm, or brain drain, whose victims are the countries with the least resources, or full of restrictions, whether religious, political or economic, is an example of the migration of talent in search of a favorable environment and better working conditions.

In American universities, the hunt by large corporations for promising youngsters becomes desperate. Each of them seeks to offer better conditions, good salaries, fringe benefits, to attract those who have higher grades during the course. This is one of the most important marketing data, when you think in terms of survival and expansion.

CHARACTERISTICS OF THE CREATIVE PERSON IN GENERAL AND THE CREATIVE PERSON IN MARKETING

Studies show that the smarter people are, the more creative they are. Well, the higher your IQ (C.I.). And according to J.P. Guilford, that intelligence must be stimulated to overcome the obstacles sometimes imposed by one's own knowledge, because the person who is capable of producing a greater number of ideas (whatever you are), in the same space of time, has a greater possibility to have really brilliant ideas.

It would be good to clarify the aspect of the IQ. Those tests, used in the past to measure all kinds of mental ability, really indicate not only the creative thinker, but also those people who will have a better chance of getting good grades in school.

Some creative people have modest or just average intelligence (based on C.I. test results) while many smart people show little creativity.

The director of that school, Dr. Alexander Taffel, says that the brilliant student is a very efficient "learner", while the creative student is one who takes everything he learns and puts it in new and unexpected combinations.

Obviously, the creative person must be thoughtful and introspective; most of creation is from the inside out. But that person cannot be a thinker to the point of being inert or indecisive.

Despite being introspective, the creative person is certainly not an introvert. Normally the creator, like the marketing man, is a man with great communication facilities, can you imagine what an act of creativity would be like if he did not communicate? it simply would not exist.

The creative person is able to associate ideas from different fields, as long as these can be interconnected so that it is possible to later transmit those ideas to other people. For that association to be possible, the creative person, like the marketing man, needs a mind well supplied with information, with the mental batteries always very well charged.

Therefore, it is necessary to permanently cultivate a general curiosity about the world.

In this way, the creative person or the marketing man must not suffer the impossibility of questioning hypotheses approved by the passage of time.

In the book *The Organization Man*, a creature is defined who aspires to certain bureaucratic positions in the company and who for this must be an essentially non-creative person. It is cruel, but the creative person in certain positions, would end up obstructing the performance of the company.

The creative person and the marketing man have a great facility to adapt quickly to new situations. Stiffness is not one of its characteristics, and that ease sometimes appears as an imbalance. The person who only thinks about getting rich is so busy investing, says Hans Selye in *The Stress Of Life*, that he never learns to save. Realistic people who only pursue practical goals are seldom as realistic or practical, in the long run, as the dreamer who pursues his dreams.

In marketing, the creative person has a great capacity to generate a job, and immediately go to create something new, instead of clinging to that old job over time.

The creative manager is one who has a tendency to generate new business and not just to direct it.

For this he knows how to use the technology and resources at his disposal, the existing systems.

One of the really important characteristics of creative people is that of having physical energy.

Creativity is like a muscle, it grows according to what you exercise.

CHARACTERISTICS OF THE CREATIVE COMPANY

Currently, the company that refuses to be creative, by not developing its products, its structure or its systems, or by not being alert to new discoveries developed in other parts of the world, is predestined to be quickly overcome.

The early launch of a new product, an improvement on an old product; A new approach to the market, all these factors can have a fundamental influence on the optimization of profits, and it is only through their understanding and execution that a company will be able to maintain good positions or improve its current position.

Marketing Is The Management Of Creativity

Drastic changes generate the need for a new birth or a new identity. Perhaps it depends on how that need is met, for the process of change to occur in the way that need is met, for the process of change to occur smoothly or convulsively and explosively.

Resistance to changes. In Some Phrases:

1. Cinema will be taken for a while as a scientific curiosity, but it has no commercial future.
2. The plane is an interesting invention, but I see no military utility in it.
3. Sound cinema is a novelty that will last a season.
4. Television will not work. People will have to stare at the screen, and the average American family doesn't have time for that.
(The New York Times, April 18, 1939, in the presentation of a novel apparatus).
5. Whoever says that one day the streets will be full of horseless carriages, must be interned in a madhouse.

In business terms, the excessive fear of making mistakes in new experiences, involving the name of the company, constitutes one of the great impediments to creativity. Not so much for the eventual financial damage that failure brings, but for the excessive awareness of their personality, or for the fear that in their resumes, the executives carry the stigma of a failed action.

We know of some very successful experiences, in which the simple omission of the company name (or the decrease in its importance on product labels) was enough to stimulate new launches and new conquests. Phebo, Gessy-Lever and Miles Laboratories achieved this with new lines that acquired their own personality, regardless of their manufacturers, at least for a certain time.

However, in general terms, the characteristic of creativity in the company takes two basic forms:

1. Empresas de comunicación, donde sus productos se elaboran a la imagen y semejanza de su creador es el caso de periódicos como O Estado de Sao Paulo, o revistas como Manchete, o de empresas de servicios como tantas que existen.
2. La empresa es la extensión de la creatividad de un líder; eso es básico para la empresa que crea condiciones internas donde la creatividad se autoalimenta y se desenvuelve independientemente de sus líderes.

The essential premise is that the company is solidly managed. Companies in a process of economic and financial decline rarely succeed in generating internally that creativity or the solutions to their problems. Another feature: a jovial and uncomplicated environment leads to a higher level of creativity. A heavy environment, where a smile is prohibited, inhibits the search for new and original solutions.

External pressure on the company is an essential condition.

Monopolies, reserves and comfortable market situations are admittedly less creative, either as a result of superiority over competition, or as a result of agreements between components of a sector. Communication channels help creativity. Ideas must flow naturally between people and departments. So centralization is a brake on that flow. General independence within the company gives individuals that feeling that they are not just one piece of machine with a movement fully defined by the other gears.

Slack periods, that is, the existing time differential in favor of performing a task. Slacks are generally favorable for creativity. A company that works exclusively to fulfill orders and does not have time to let anyone think, will not actually create anything new.

Factors That Inhibit Creativity

First verification, they are companies that, in general, have many "I's" and few "they", that is, many people with the authority to say no, but without the authority to say yes; "For my part it is approved; now we are going to see what they say."

When a company has more people with the power to stop than people can generate new business, we are facing a company that is afraid of making decisions and has begun to stop.

Factors That Prevent Creativity In The Company:

1. Pressure to conform: when new ideas are always received with fear and mistrust; it is the self-indulgent status quo.
2. Overly authoritarian attitudes and medium: mainly identifiable in the first sentence attributed to Rubén Berta, pioneer president of Varig: "in this company there are always three opinions: the wrong one, the correct one and mine". Or in the one attributed to Henry Ford: "You can buy a Ford car of any color, as long as it is black".
3. Fear of ridicule: when the executive refuses to take risks for fear of the opinion of his colleagues, the competition or his subordinates.

4. Intolerance towards the jovial attitudes: companies that demand a serious and pervasive attitude from their staff, even when there are reasons for joy. For example, a famous Brazilian banker even banned people with beards or long hair on the bank's premises.
5. Excessive emphasis on immediate rewards and success - as opposed to the problem-solving exercise for the simple pleasure of doing it.
6. The excessive search for security: in open opposition to Murphy's first law and the motto of Harold Koenig ("Be exhaustive"). The executive must convince himself that it is better to do something, even with risks, than to do nothing.
7. Hostility towards the divergent personality: political wisdom has already shown us that the existence of an opposition is always healthy, however irritating it may seem.
8. Lack of time to think: there are companies that overload their executives for such long periods, in such a way that they do not have enough time to dedicate themselves to seeking new solutions or defining new problems.
9. Organizational rigidity: it is often called the "organizational chart prison": it is generally the chaos of superstructured companies, where procedure manuals abound, and they lack the stimulating environment for creativity.

Training to Develop Creativity

There are courses that aim to develop:

1. An attitude of self-confidence in the skills of being deliberately creative.
2. A strong motivation for everyone to use their creative potential.
3. An open mind to other people's ideas.
4. Increased curiosity, awareness of what's exciting about life's challenges.
5. An awareness of the vital importance of creative effort, in business, in the arts, in professionals, in scientific and technical objectives, and in personal life.
6. An increased sensitivity to the problems that surround him, an attitude of constructive discontent in the face of situations as they occur in life (that is, a desire to constantly improve everything that is done).
7. An increase in skills associated with creativity, such as the ability to produce original, good-quality ideas for problem solving.

Creativity is not taught; what is learned is the way of thinking, this is what brings out the creative potential existing in all people.

Courses for the development of creativity, offer:

1. Knowledge: understanding of the most recent information on the subject, including research in the main universities, in relation to nature and the promotion of creative behavior.
2. Skill: Increased capacity of participants to sense and define problems, produce ideas, evaluate and present tentative ideas for the selection of usable ideas.
3. Exchange: opportunity for discussions with recognized authorities in the sector and with partners.
4. Stimulus: participation in a good climate, for optimal stimulation of creative effort.
5. Leadership: developing the participants' ability to teach other people how to function more creatively.

In all cases, what is recommended in these courses is an essential work attitude within the company, so that there is a conscious and permanently cultivated will to be creative:

1. It is necessary for the executive to create conditions for self-generating learning, so that those who wish to be creative within the company obtain stimuli from themselves, coming from their own attitude.
2. The executive must be careful so that the medium is not excessively authoritarian.
3. But, on the other hand, the executive must pressure so that his subordinate is super-learned; Never be satisfied with the stock of knowledge that relates only to solving a specific problem.
4. To the extent possible, the executive should protect against lawsuits, even when he has already been able to formulate them.
5. You must share your experiences with your staff, without professional jealousy or superiority.
6. It must stimulate intellectual flexibility, facing the solution of any problem in different ways.
7. It should stimulate the self-evaluation of the individual process, allowing the subordinate himself to analyze his work and development.
8. The executive must help his staff to become more sensitive.
9. You must frequently provide opportunities for everyone to exercise their creativity.
10. The executive must help each subordinate understand, accept and overcome their failures.
11. The executive must stimulate so that the problems are addressed and understood as a whole, in order to avoid that by getting excessively involved in one of the details of the problem, the person loses the objective vision of the whole.

HOW TO BUILD A HEURISTIC MODEL OF YOUR COMPANY AND THE MARKET IN WHICH IT OPERATES

The global marketing intelligence system is made up of the cycle of demand, total supply in the market and continuation of supply, which proposes a sensitive monitor (defined by us as the anguish generated by the problem) that, through alarm for the problems (it would be the sensitivity developed by the training) and conditioned by the filter of orientation for the consumer (the very objective of any marketing process) and by the filter of orientation towards profit (the optimization we seek), it will generate the alternatives of decisions, the action of the management and the elaboration of the marketing plan.

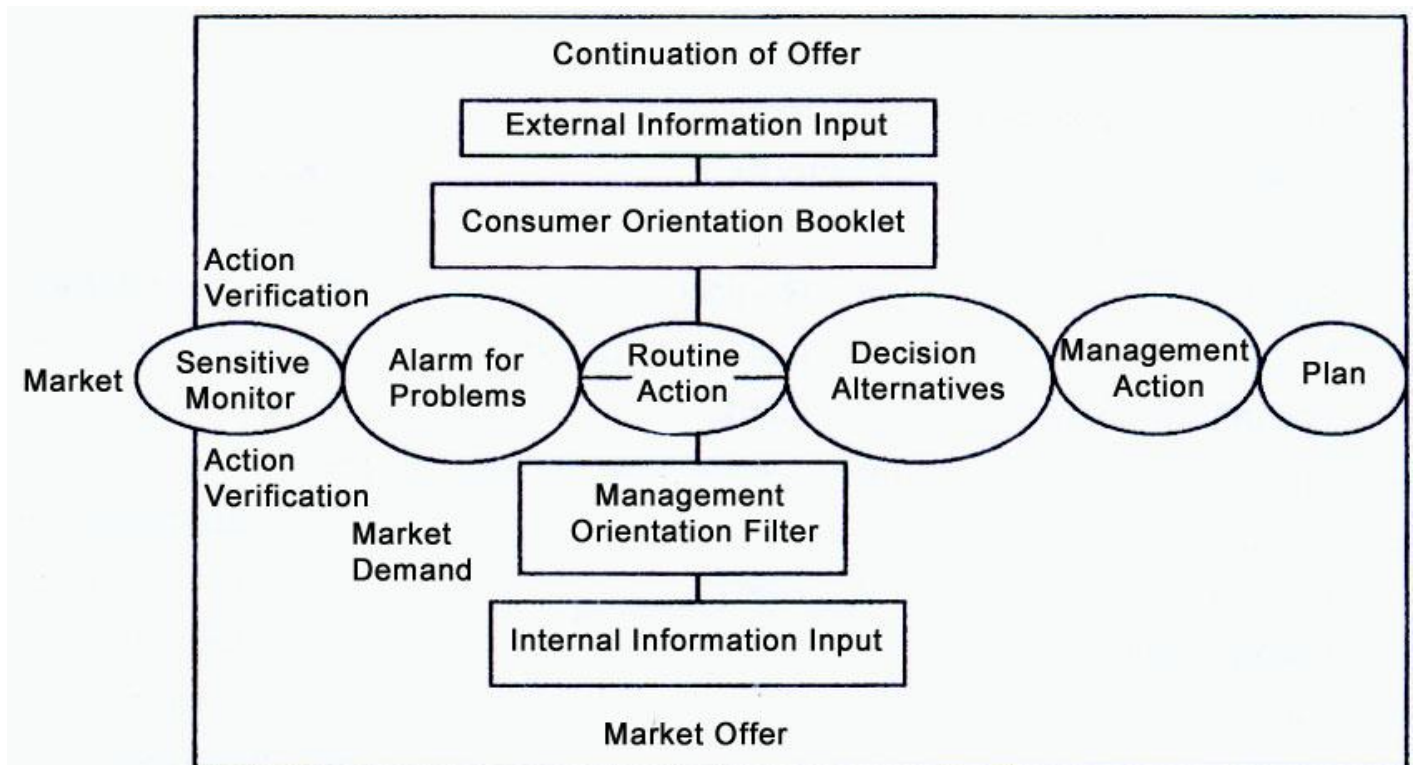


Figure: Global marketing "Intelligence" system.

Internal Or Controllable Factors

Internal or controllable factors are part of the marketing mix; which is the strategy that the company uses for the commercialization of its products, so that in the long term the highest possible profits are generated.

External Or Uncontrollable Factors

The market, environment, is defined in terms of what, in the characteristic language, are called external or uncontrollable factors. Demand, that is, the search for a certain product, or also the set of forces that cause sales, must be defined not only in quantitative terms of the specific product and its direct and indirect competition of the company and its entire industry, but also in terms qualitative. The marketing executive must know how to correctly segment his market, thus taking advantage of his strengths and minimizing the effects of his weaknesses.

Segmentation is normally done according to several factors. The most important is the one that distinguishes between the buyer and the consumer of the product.

Qualitative Factors Of Extreme Importance:

Socioeconomic factors	Physical-Geographical Factors	Psychological factors
<input type="checkbox"/> Age. <input type="checkbox"/> Sex. <input type="checkbox"/> Family size. <input type="checkbox"/> Greso Income. <input type="checkbox"/> Occupation. <input type="checkbox"/> Education. <input type="checkbox"/> Marital status. <input type="checkbox"/> Religion. <input type="checkbox"/> Policy. <input type="checkbox"/> Race. <input type="checkbox"/> Nationality. <input type="checkbox"/> Social class.	<input type="checkbox"/> Region. <input type="checkbox"/> Population density. <input type="checkbox"/> Climate. <input type="checkbox"/> City size. <input type="checkbox"/> Municipality. <input type="checkbox"/> Neighborhood.	<input type="checkbox"/> Personality. <input type="checkbox"/> Taste. <input type="checkbox"/> Interest. <input type="checkbox"/> Desire. <input type="checkbox"/> Buying behavior or consumption habit. <input type="checkbox"/> Attitudes and motivations.

Heuristic Marketing Model

Internal or controllable factors (Marketing Mix)

I.- Product <ul style="list-style-type: none"> <input type="checkbox"/> Chemical composition <input type="checkbox"/> Physical composition <input type="checkbox"/> Industrial Dsing 	VI.- Services <ul style="list-style-type: none"> <input type="checkbox"/> Services <input type="checkbox"/> Technical assistance <input type="checkbox"/> Guarantees
II.- Packaging and presentation	VII.- Personal sale
III.- Marca	

<p>IV.- Prices</p> <ul style="list-style-type: none"> <input type="checkbox"/> Price <input type="checkbox"/> Credit <input type="checkbox"/> Discounts <input type="checkbox"/> Terms of sale 	<p>VIII.- Communications</p> <ul style="list-style-type: none"> <input type="checkbox"/> Advertising <input type="checkbox"/> Promotion, marketing <input type="checkbox"/> Public relations
<p>V.- Distribution</p> <ul style="list-style-type: none"> <input type="checkbox"/> Channels <input type="checkbox"/> Delivery system <input type="checkbox"/> Storage system 	

Factores externos o incontrolables

<p>I.- Demand</p> <p>Quantitative aspects</p> <ul style="list-style-type: none"> <input type="checkbox"/> Of the product <input type="checkbox"/> From the company <input type="checkbox"/> From the industry <p>Qualitative aspects of the product</p> <ul style="list-style-type: none"> <input type="checkbox"/> Consumer versus buyer <input type="checkbox"/> Socioeconomic <input type="checkbox"/> Physical-geographic <input type="checkbox"/> Psychophysiological <p>II.- Competition</p> <ul style="list-style-type: none"> <input type="checkbox"/> Behavior <input type="checkbox"/> Characterization <input type="checkbox"/> Performance 	<p>III.- Distribution</p> <ul style="list-style-type: none"> <input type="checkbox"/> Structures - channels <input type="checkbox"/> System <input type="checkbox"/> Transportation <input type="checkbox"/> Storage <input type="checkbox"/> Standards and practices <p>IV.- Technology</p> <ul style="list-style-type: none"> <input type="checkbox"/> Existing <input type="checkbox"/> Available <p>V.- Legislation</p> <ul style="list-style-type: none"> <input type="checkbox"/> Restrictions <input type="checkbox"/> Incentives <p>VI.- Other factors</p>
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The Japanese from Sony achieved a huge market in the US locating and developing a segment of the demand for televisions and supplying only that interested in the miniatures of television sets. The

firm Stiegleder, an independent manufacturer of refrigerators, segmented its market geographically and operates exclusively and consistently profitably in the state of Rio de Grande do Sul.

Supermarkets exemplify very well how to obtain differential advantages due to the segmentation of demand, initially using socioeconomic and physiogeographic, income and urban location factors, and then gradually reach increasingly larger segments, until currently supplying most of the demand for food products. in large urban concentrations.

Concern about competition is basic. In the case of the heuristic marketing model, it is necessary that this competition be defined objectively, in terms of its economic behavior, that is, if the company operates as a monopoly, if it operates within an oligopoly, or in combination with its competitors or also if the competition is imperfect or chaotic. It is necessary that the executive has knowledge of who directs his industry segment, both in prices, technology and marketing strategy.

The number, size and location of competitors are important factors for the model. Its rules and business practices, its prices and operating costs are data that help in defining the company's strategy.

The performance of competitors in terms of profitability and growth serves not only as a decision element, but also as a standard to measure the company's own performance, and establish goals to be achieved.

The distribution structure varies from one industry to another. It is important to know the existing resources within this structure, precisely defining the channels through which the company's products flow. This can be a limiting factor; ethical pharmaceutical products for example, that can be sold only in drugstores, or in hospitals and similar institutions.

The available distribution systems and their respective efficiency must also be defined in the model; It is still a utopia to supply a large part of Brazil's ports by sea, despite the fact that at first glance the direct costs of sea freight seem substantially lower than those of road transport. The incentives and exemptions granted to the Manaus free zone make air transport of products with a high price / weight or price / volume ratio viable, to the major consumption centers.

The well-informed executive is usually aware of technological advances related to his product. It is vital that you have a vision not only sideways, but also forward, so as not to be surprised by an obsolescence caused by your competitors.

On the one hand, the legislation acknowledges the existence of a series of factors that limit the work of companies, while, on the other hand, it provides them with incentives that can substantially alter their performance in terms of growth and profitability.

APPLICATION OF THE CREATIVE PROCESS TO THE MODEL OF YOUR COMPANY

Once you have obtained a global vision of all the operations of the company, or of a particular product, you may be ready for the individual rain of deeds, which is part of the creative process identified as warming, when you ask questions and ideas and solution alternatives are obtained related not only to internal factors (products, services, advertising, etc.), but also to external factors, seeking to better position the company in the market, and postponing its criticism for the analysis stage later, elaboration and verification.

In this part of the process, the combination of the six initial basic questions, expanded with an Osborn technical questions checklist, is of great value as a stimulator of creativity.

Check List

The checklist of the six basic questions sets out to give a conscious direction to the thought, by means of questions. In practical terms, you must first isolate the issue or problem that you want to think about. Then, a series of questions is asked regarding each item.

In the case of marketing, those questions would apply mainly to the marketing mix, even though its application to uncontrollable factors may raise fundamental questions, which would hardly require a greater and longer effort for its solution.

It starts from the six basic questions widely applied in journalism and in any investigative method and, generally, define most of the questions that must be answered:

Why? Where? When?

Who? Than? How?

By stimulating the imagination with technical questions, we accumulate a large amount of material in the form of all kinds of good, bad, and indifferent ideas. From all this accumulated material, our judgment (or that of others) manages to extract a series of good ideas.

The technical questions are as follows:

1. Imagine other uses, other applications.
2. Imagine an adaptation.
3. Imagine an extension, or an addition.
4. Imagine a decrease, or a reduction.
5. Imagine a substitution.

6. Imagine a realignment.
7. Imagine the opposite.
8. Imagine a combination.

To these eight technical questions, we add the latter:

9. Imagine leaving as is.

Imagination works as a stimulator of ideas and as a stabilizer of thought: there are cases in which maintaining the status quo requires a great deal of creativity.

Kipling recognized that: "... if you manage to stay calm when everyone around you has lost their minds ...", while Murphy, a kind of Juanito the business monster, added: "... perhaps you have not understood the situation...".

Finally, the three sets are combined (basic questions + technical questions + elements of the marketing mix) with the qualifying factors, for greater detail.

Qualifying Factors

Dimension	Time	Localización	Tensión
<ul style="list-style-type: none"> ▪ Size ▪ Length ▪ Width ▪ Height ▪ Depth ▪ Extension ▪ Weight ▪ Volume ▪ Density ▪ Power 	<ul style="list-style-type: none"> ▪ Frequency ▪ Period ▪ Duration ▪ Age ▪ cost ▪ Investment ▪ Rent ▪ Movement ▪ Space ▪ Coverage 	<ul style="list-style-type: none"> ▪ Number ▪ Concentration ▪ Order ▪ Planning ▪ Control ▪ Structure ▪ System ▪ Capacity ▪ Means ▪ Efforts 	<ul style="list-style-type: none"> ▪ Intensity ▪ Speed ▪ Acceleration ▪ Energy ▪ Job ▪ Pressure ▪ Area ▪ Synchronism ▪ Position ▪ Efficiency

These qualifying factors are elements taken from physics, mathematics and the financial area, which constitute a certainly non-exhaustive list that the reader himself can complete if he wishes.

These combinations allow the clear definition of situations and, by their simple formulation, they indicate safe ways to find solutions.

Through them we can also find the necessary exclusive order argument, which will make the product, service or idea stand out among all its competitors.

What would this type of attitude lead us to?

Don Fabun says that the message is a structure made up of a sequence of yes or no options. The model of a man who will emerge when we consider him a problem solver Regardless of whether his

problem is to land an airplane or draw a coffee maker, he is a model that will know how to process information. That in no way means that the human mind works like a computer, even though that does not eliminate such a possibility. The relationships between what goes to the brain through the eyes and ears and what goes through its voluntary muscles, many times a computer suggests, as E. Llewellyn Thomas teaches us.

Therefore, what is considered is that the combination of these four relationships must work, only as an instrument for artificial memory on which intelligence also now operates.

If we convince ourselves that in this process the most important thing is to let the questions happen freely without criticism exercises, that initial objective of having a very large number of alternatives will begin to emerge.

For the nine items on that checklist, many other questions were developed, which were adopted by the Massachusetts Institute of Technology, as a powerful stimulant to the imagination and from which we drew the qualifying factors.

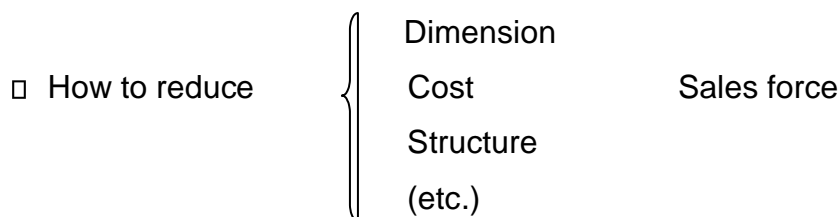
At first glance, the list may appear to have some redundant questions and some totally inappropriate for some of the marketing points. However, could their combination be a waste of time? No. When we know that after the state of preparation and already in those of incubation and heating, thought must flow freely, seeking only. A wide existence of alternatives, we recognize that sometimes by an apparently rare association, we can find exactly the right stimulus for some new idea.

The extension of the nine items, based on practical applications and their combination with the six basic questions, leads to the formulation of questions whose elements, as mentioned, we try to synthesize in the qualifying factors.

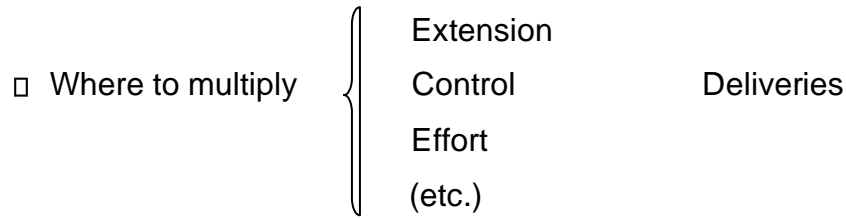
Those qualifying factors should be placed between the intermediate disk of the heuristic ruler and the major disk; that is, between the technical questions and the elements of the marketing mix.

Examples:

1. Where to multiply How to reduce sales force



2. Where to multiply deliveries



With these qualifying factors, we have 90,558 alternatives that will be studied and that can even be programmed on a computer. Which, on the other hand, was what happened between one of the editions of that book and the current one. With the support of a talented young programmer, the heuristic rule was transformed into software.

HOW TO USE THE HEURISTIC RULE

Basic questions	Technical Questions	Qualifying Factors	Marketing Model	
1. Why 2. where 3. When 4. who 5. what 6. How	1. Use in a New Way. 2. Adapt. 3. Expand, Add, Multiply 4. Reduce, Decrease, Divide, Remove, 5. Substitute. 6. Readjust. 7. Invest. 8. Combine. 9. Leave as is.	Dimensions. Compliance. Length. Width. Height. Depth. Extension. Weight. Volume. Density. Power. Weather. Frequency. Period. Duration. Age. cost Investment. Entry. Movement. Space. Coverage. Location. Number. Concentration. Order. Planning. Control. Structure. System. Capacity. Resources. Effort. Tension. Intensity. Speed. Acceleration. Energy. Job. Pressure. Area. Synchronism. Position. Efficiency.	Internal or Controllable Factors (Marketing Mix) ▪ Producto Chemical composition Physical Composition Industrial design ▪ Packaging ▪ Brand ▪ Price Price Brand Credit Conditions of Sale ▪ Distribution Channels Delivery systems Storage ▪ Services Services Technical assistance Guarantee ▪ Personal Sale ▪ Communications Advertising Promotion Commercialization Public relations	External or uncontrollable factors ▪ Demand Quantitative Aspects: Of the product, of the Company, of the industry. Quantitative Aspects: Consumer versus Buyer Socio-economic Physical-Geographical Physical Demographic Competencia Caracterización Desempeño ▪ Distribution Structure- Channels System-Transport storage standards and practices ▪ Technology Existing Available ▪ Legislation ▪ Incentives ▪ Other Factors

Admit yourself that you have already consciously obtained as much information about your problem. In preparation, the important thing is to accumulate a wide assortment of information for incubation. Although the heuristic rule is basically used in the warm-up stage, it can also be applied in preparation to help complete the company's marketing model.

To systematize the search for questions, the six basic questions are combined with the nine technical questions, increased or not with the qualifying factors and applied to the elements of the marketing model that will be analyzed.

The total combination of the four columns 90,558 questions and, surely, the mixture of the true questions is where a successful marketing case can be drawn from.

Creativity in service

The service must be eminently creative to reinforce the differential advantage over the competition. The customer is hungry for added value.

Exercise: Write some specific points to illustrate and ponder: "Service as added value":

1. In a restaurant
2. On an airline
3. On a bus line
4. In a hospital
5. At the post office
6. In a sports club
7. At a gas station

The service framework: communication

"Serving, strictly speaking, implies communicating in an interpersonal relationship."

The service of a kind of communication genre.

Service is a field of giving and receiving, understanding and attending, listening and responding, emitting and perceiving, encoding and decoding.

It is very important that everyone who wants to provide services asks: Am I a good communicator? And behind this lies a whole psychology of personality and choices. And there is a requirement for self-criticism: how do I handle related issues? And several fields are reviewed:

- a) Language, languages (including body language).
- b) Sense-perception.

- c) The psychological projection.
- d) Feedback.
- e) Motivation.
- f) The channels of expression.
- g) The understanding of human needs, and
- h) Self-esteem.

Faced with needs are values, seen as responses to man's aspirations: spiritual values such as culture, freedom, justice, brotherhood, peace, honesty, holiness; and material values such as speed, hardness, resistance, flexibility, brightness, body health, comfort, etc. The service provider is a stock provider, or rather, a stock developer. What would we say of a competent doctor in your area, but with such sullen manners that it scared you?

Service philosophy

1. Attitude of service. Intimate conviction that it is an honor to serve.
2. User satisfaction. It is the intention to sell satisfiers more than "products". The altruistic sense of the service provider leads him to put the satisfaction of the needs of his clients above the attention that he is personally willing to provide.
3. The difference between a simple businessman and a real businessman is that the former focuses on earning money and the latter on providing services; the first one shows great profits in the reports and in the bank accounts; the second displays satisfied customers.
4. Given the transitory, immediate and variable nature of the services, a positive, dynamic and open attitude is required. That is, the philosophy that "every problem has a solution", if we know how to look for it. The field of services is a privileged field of creativity.
5. All activity is based on ethical bases. In the world of professions and trades, a profit (salary, fees, commissions) supposes the production of a benefit for the client, and only thus is justified. It is immoral to collect when nothing has been given or is not going to be given.
6. In this way, the practice of service is the best defense against corruption, that plague that overwhelms us so much and diminishes the quality of our lives.
7. The good server is the one who is satisfied within the company, a situation that encourages him to serve customers with pleasure. The teller cannot give another image of the company than the one he has, and he cannot give a better service than the support he receives from the company.

8. To ask for good services to those who feel enslaved, frustrated, exploited and breathe hostility against their own company, is to ask for pears from the elm tree.
9. In the case of institutions of authority, a continuum is proposed that goes from the authoritarian pole (power) to the democratic pole (service). In the authoritarian pole there is always the risk of arrogance and poor service.

Exercise: Comment on the following definition of service: "service is the set of benefits that a customer expects".

Scopes and areas of service

Michel Le Boeuf observes how everything that people buy comes down to two things:

- a) What makes you feel good, and
- b) Solutions to your problems.

Exercise: Formulate opinions and discuss: "The tip, ally or enemy of the service?"

The very concept of business includes creativity. Company comes from entrepreneurship, and entrepreneurship translates the Latin words inter + prehendere, and strictly speaking it means "going to catch something between".

It carries the ideas of action, boldness, adventure, imagination, ambition, novelty, future, leap forward.

Creativity in the service, decisive variable

The customer demands something NEW in addition to the quality of the product. If my product is very similar to my competitor's, I must give it an original added value that generates loyalty in the client, that makes the client return, and creativity produces new approaches that make it possible.

One of the obvious questions is how to generate creativity in the employees. Note that this is a poorly asked question. The correct approach is how NOT TO INHIBIT the innate creativity of the employee.

Wrong service strategies in our environment

All extra is paid by the client:

1. Luxury restaurant (with luxury rates), where there is a public telephone for those who want to make a call.
2. Hotels where room service involves an extra cost.

3. Bakeries where the paper bag is charged.
4. Schools, where they are characterized more by their creativity to collect extra fees than by their creativity to teach.

Ex.: A restaurant, not only does not charge for the service again, but on the back of the paper tablecloths it places a calendar for the current quarter and a column of lined lines for the customer to write their notes. That is creativity in service.

Only the customer who buys

1. A restaurant in the center with a sign that says: the bathrooms are only for customers.
2. A sign in the hotel that says: the room expires at midday.
3. A store with a sign that says: if you pay by check, we will deliver the product to you twenty-four hours later, when the check has been cashed.

In service it is said: customer is anyone who enters the business. If I lend the phone to someone who needs it, I will make him a captive customer while he is in the store and he has no choice but to look at the products, he also always appreciates the detail and kindness.

The following situation is very common in tourist trips. The hotel expires at twelve, but the bus picks up the tourists at three, since the flight leaves at five. The same receptionist who receives us friendly and smiling now looks at us as invaders while we wait for the heat dead sitting on top of our suitcases, prevented from using the hotel facilities because we have already lost "our right to be a guest", which depends not on one person but of a watch.

The perfect product

1. An advertisement for a tourist package that says: "prices from ..."
2. An ad for an apartment for rent that says "beautiful apartment, call the phone ..."
3. An ad that asks people who want to make money without clarifying that they are looking for sellers.

The theory is "I promise what I cannot fulfill so that the client comes, I already convince him here although what I offer is not at all like what I announce". It's amazing how they don't realize that unmet expectations are the worst impact a customer can receive. We make it waste time, we waste time, because after all, it is not going to buy or acquire something of lower quality than what we expected to receive.

How to generate positive creativity in the company

1. Excellent communication between areas.
2. Employees and areas not isolated from the rest of the organization.
3. Environment of productivity and achievement.
4. Healthy environment where criticism is accepted.
5. A system that allows complaints and suggestions to be heard, evaluated and answered at the highest level.
6. An environment where error is not punished.
7. A continuous learning environment (formal and informal).
8. An environment where there is flexibility in the application of the procedures.
9. There is no greater enemy of service than a fixed salary. And this also applies to sellers, who also have a fixed income just by selling.

The restaurant "Andrés Carne de Res" located in the north of Bogotá, turned eating into a true creative experience where fun is essential (if you request a phone, don't be surprised if they bring you a plastic one the size of a human being).

However, creative potential is still focused on earning more money and not winning more customers. As long as the mindset doesn't change we will continue to prefer Mc Donalds Burgers and talk about how our children had fun at Disneyland.

Exercise: Emulating the song "It would be fantastic", by Serrat, create a list of the changes that you would like from the service providers. For example:

It would be great if:

1. Theaters will remove the intermediate.
2. When they charge us a soft drink in a good restaurant, don't give us a mini bottle for the price of a maxi.
3. There would be public telephones with adequate height for children.

Exercise: Design projects to apply the "All inclusive" system to other companies besides vacation hotels.

Exercise: Write a short article entitled: "I have been the client who does not return". Make it picturesque, concrete, anecdotal. Read it in the group, and then send the best ones to a magazine.

Exercise: Each person make a comment on Einstein's phrase: "God is in the details".

Creation of helpful products

There were pencils and there were erasers to erase, separated from each other. The simple operation of gluing the rubber on the end opposite the tip, thus forming a functional whole, made a German family (the Faber) rich, very rich.

Creativity strictly in services

1. Creativity in the design and programming of the service.
2. Creativity in the provision of the service in the "here and now".

1) In the design of new and better services

- a) Department stores or supermarkets that concentrate all kinds of merchandise and save the housewife the task of walking through streets and more streets.
- b) Universities with an open teaching system, which allow academic studies to be taken without the need to attend classes.
- c) Restaurants that integrate bar, pharmacy, bookstore, toy and jewelry services.
- d) Travel agencies that sell "packages" giving security to tourists and facilitating the management of their money,
- e) "All inclusive hotels" (all inclusive resorts), which free the vacationer from all the inconvenience of handling money.
- f) Buffet system in restaurants, which allow each client to prepare their own menu "to order" without relying on verbal coding that is easily misinterpreted; everyone sees exactly what they are going to eat.

2) In the provision of services

Given the variability of human needs and the volatile nature of many desires, here is the realm of emergencies and contingencies, and therefore it is also an open field for creativity. To succeed, quick, instant, original, imaginative and creative reactions are required.

Service creativity is a plant that grows in the field of attitudes more than in the field of knowledge or skills.

Exercise: "Make up combinations of household items or gadgets that make new, more useful objects.

Exercise: Invent something that, without appreciably raising prices, you could offer your customers:

1. The hotels
2. Taxis

3. The trains
4. The airlines
5. Museums
6. The churches
7. Beauty salons

The service from within. Obstacles

The service will never work well if the person serving the customer HAS TO COMPLY WITH THE RULES AT THE COST OF ANYONE.

Listening to the front-line employee should be the number one priority of those who want to improve service within companies, the opinions of those who are constantly "face to face" with the customer are a gold mine to know what the customer thinks. and you need.

The main objective of the company should be to simplify the procedures that negatively affect the customer and turn them into FRIENDLY ADMINISTRATIVE SYSTEMS. Make them simpler, faster and FLEXIBLE.

MEET YOUR CUSTOMER'S NEEDS WITHOUT HARMING YOUR COMPANY.

Fostering employee judgment saves money on duplication of duties (the supervisor who does what the employee with judgment could do) and generates money for satisfied customers who are served promptly and diligently.

"THE EMPLOYEE IS THE FIRST CLIENT OF THE ORGANIZATION."

We have so mythologized the seller that he feels like the most important person in the organization. He is the most important person in the company BECAUSE HE WHO FACES BEFORE THE CUSTOMER, TRANSMITS HIS NEEDS IN ORDER TO SATISFY THEM. It is our direct connection with the client. How many times does it happen that the commission system is focused on the seller earning a lot and not on THE CUSTOMER RECEIVING A LOT! The greed to earn a few more pesos collides with the need to satisfy the customer and leads sellers to become a kind of magician with a hat full of tricks focused on selling and not on promoting satisfied customers.

A well-known company decided, in its stores, to remove the base salary of the sellers, increasing their commissions and creating a kind of pack ready to devour the first one who passed by. The result was such pressure on the customer that it scared him and made him not want to buy. Every time a customer entered the store, they fell like beggars in Calcutta. In addition, such rivalry was generated that the dirty tricks between them began, causing endless internal problems.

Epithets like Aggressive, with the desire to earn a lot of money, of iron will, prepare the ground for a customer-seller war.

WORRY ABOUT SATISFYING YOUR CUSTOMER, NOT SELLING A PRODUCT.

The main obstacles of the first level area to give a better service are:

1. Lack of a true desire to serve the customer.
2. Lack of a genuine interest in the Client's needs.
3. Concern about the client's own pocket at the ribs.
4. Not be heard by internal areas.
5. Lack of internal procedures.
6. Lack of communication with support areas.
7. Fear of taking the initiative.
8. Demotivation.
9. Excess supervision.
10. Lack of decision-making authority over rules that affect the client.
11. Lack of criteria to apply said rules.
12. Fear of error.

The main obstacles in the internal areas are:

1. Lack of commercial vision.
2. Lack of strategic vision.
3. Departmentalization.
4. Isolation.
5. Preponderance of the task over the result.
6. Lack of null communication about the needs of the external client.
7. Exaggerated emphasis on control and organization.
8. Partial evaluation of the concept "money".

Management area

The leader is one of the pillars of good service. Without it, frontline areas feel unprotected and unsupported. Without it, the administrative areas lose their way and drown in a large pile of files full of papers.

Many of the concepts expressed in this work, and in any book that talks about leftover, service, will only be possible with good leadership as support.

If the managerial mindset is limited, the service will be limited and the customer will notice it. If the leader is a businessman, the company will be a great business (not necessarily with profits). The leader is the one who instills in the employees a culture of service and respect for the customer.

The leader will be the main obstacle to giving a good service when:

1. It gives more importance to the penny not spent than to the weight gained.
2. He speaks ill of customers in the presence of his employees.
3. Does not reward positive service attitudes with rewards.
4. Punish the initiative and create a climate of fear.
5. It is not open to criticism.
6. Believe that he is the only one who thinks.
7. You don't respect your employees.
8. Doesn't listen to suggestions.
9. Teach your employees to cheat the customer.
10. It charges the employee for the errors caused by wanting to give added value to the customer.
11. Promote departmentalization, supporting one area to the detriment of another.
12. Divide and manipulate staff.
13. Give double messages that confuse the employee.
14. You feel humiliated when serving customers and you prefer someone else to do it because "he is too important".
15. He tells people to probe even in a hypocritical way.
16. Does not invest in training or does so reluctantly.
17. Yells at her employees in public (in front of the customer).

The leader is in charge of training employees with initiative and motivation, sensitive and sensitized to customer needs and with criteria to apply the rules. The leader fosters an environment of trust where the employee feels supported.

The company has two types of Clients: external and internal. The employee has two clients: the external client and the company. Each must ensure that the other's needs are met.

It is true that the main obstacle of the service is a demotivated employee, without initiative, apathetic and automaton. Behind him there will always be an authoritarian, pressurized boss, who restricts the initiative and does not promote communication.

It is true that customers do not want inflexible, robot-style service employees, but behind them there is always a boss who gives more importance to the rule than to the result.

There is no greater obstacle to service than A HEAD WHO DOES NOT BELIEVE IN HIS PEOPLE.

Exercise: Describe the service cycle of a particular situation, including in chronological order all the moments of truth (service impacts) that your client goes through from requesting service to receiving it to satisfaction.

1. The service mindset; we can break it down:

- a. Service as an axial value, as the motor of the activity.
- b. This, in turn, supposes the fundamental orientation towards the outside, that is, towards clients, current customers and Potentials; not towards the administration, not towards the control, not towards the regulations, as unfortunately is observed in quite a few companies. The big employee dilemma: please the boss or please the customer? You should opt for the latter.
- c. The acceptance that each client is unique, and that the great enemy of service is generalization, stereotype, rigid cliché, automation.
- d. Selling is a service, not a cunning: the seller is not a clever person who skillfully places the goods he wants to place, but a consultant who is very capable of finding what is best for his client.
- e. Creativity is the ideal resource to overcome problems in original, novel ways.

2. The service mentality translates into a very different conception from the traditional pyramid:

Before the current large-scale competition and globalization, seller markets dominated, in the sense that it was the seller (the company in our case) who set the laws and conditions:

Now the markets are for buyers, today the king is the customer, and everything is designed and operated based on it. Everyone in the company is a seller:

- a) Employees who serve the public.
- b) Employees who do not serve the public.
- c) Middle management.

d) Managers and directors.

3. Self-directed teams with shared leadership.

Whoever does not overcome authoritarianism lives in the past, in a pitiful anachronism.

Now we can see the inconsistency that those who dictate the norms and design the processes are those who do not have direct contact with customers, who do not face users and the general public. In an airline it is not the stewardesses or the counter employees who formulate the rules and instructions, nor in a hotel are the waitresses or the waiters.

We have commented that the realm of service is usually the realm of urgency, improvisation and the particular case that calls for an exception to the rule.

How will the company give decision-making power to the window clerk so that they can exit the instructions or the manual ("the little book"), if this person does not know how the processes work? If you are confined at the helm of your workplace?

As a result of this problematic situation, it is natural that today great emphasis is placed on the need for empowerment, that is, to empower the members of the work team.

4. Revolution in administrative situations that will lead us to more flexible and less structured structures.

For example:

- a) Abolition of fixed wages.
- b) Abolition of fixed schedules.
- c) Abolition of rigid positions, in various areas.
- d) Agreements such that the distribution of profits is calculated and in accordance with the contributions of each person to the profits of the company.

The Twelve Principles of Customer Service

1. Make quality a habit and a frame of reference.
2. Establish the specifications of the products and services in agreement with all your staff and with customers and suppliers.
3. Systems, not smiles. Saying "please" and "thank you" does not guarantee that the job will turn out right the first time. Instead systems do guarantee that.
4. Anticipate and consistently meet the needs of internal and external customers.

5. Give all employees who have dealings with their clients the authority to deal with their complaints.
6. Ask your customers what they want and give it to them over and over again. Make them come back.
7. Customers always expect you to keep their word. Promise less, more.
8. Show respect for people. Be attentive to them. Works.
9. Explicitly recognize any effort to implement a quality culture. Remunerate your employees as if they were your partners.
10. Do like the Japanese. Find out who is the best and how they do things; take ownership of your systems, then upgrade them.
11. Encourage your customers to tell you everything they don't like.
12. Measure everything; baseball teams do it. Soccer teams do it. Basketball teams do it. You do it too.

Ex.: of creative company. Andres Carne de Res. Imagine a large restaurant, which can seat around two thousand people comfortably, with a very large group of people waiting for a table, which only opens on weekends, with an area that looks like a kindergarten playground where children They play, have recreation coordinators, and paint graffiti on the floor.

Education for creative service

1. Promote self-esteem development course: necessary for both parties, to give height and category to mutual treatment, both in the provider and in the recipient of the service.
2. To create explicitly and consciously among the personnel of each company a positive philosophy of work: to understand that exercising a Trade or profession is a privilege. A synthesis of the principles and attitudes leading to this effect can be the following decalogue:

Your creativity

1. Have faith in yourself, your ideals, and your work. Faith unleashes creative powers, often latent. When you want to believe and wait, your mind discovers horizons and paths.
2. Accept that things that are worth a lot often cost a lot. The prizes are not awarded at the beginning of the races, but at the end. Without effort and perseverance you cannot go far. Edison was able to affirm that: "Genius is a long patience".
3. Be spontaneous. Be honest in your search for yourself and your ideals. Anyone who fears departing from the herd condemns himself to beaten paths and gray and sterile conformity.

4. Don't be content with being. Always think about being able. Get used to imagining situations and things different from how they are and have been. Ask the questions why? And why did he do it?, the habitual companions of his thought.
5. See in your well-realized creativity the antidote to routine, boredom, neurotic repression and boredom of life. Think of creativity as something interesting and fun.
6. Reflect and deliberate, but be determined to act. Acting is a magic word when you want to be creative.
7. The Romans said that fortune is reserved for the bold. Human beings have unsuspected and often untapped potential. A good dose of boldness will reveal your inner riches.
8. "Think Big, Dream Big, Act Big" (Conrad Hilton). The best ideas often come from those who are hungry for achievement and achievement.
9. Defend yourself from stereotypes and clichés. Stick to concrete situations. Capture the unique circumstances of each situation and project from them.
10. Live open to life, people, new experiences and you can find them in all people and in all situations.

Futurology. Services to create that are now reality

We can imagine:

1. Motor vehicles that do not pollute.
2. Sliding doors on cars; to facilitate access and descent in narrow parking lots.
3. Glasses (lenses) that automatically change their prescription when the conditions of the user's eyes change.
4. Sanitary ware that, based on a jet of water and hot air, eliminate the use of toilet paper.
5. Cups that keep the liquid at the same temperature.
6. Restaurant tables with buttons so that customers can communicate immediately (to order something else or to ask for the bill).
7. Monitors that record the degree of drowsiness of drivers on the roads, and in some way stimulate them.
8. Signs to warn the diner when they have already saturated themselves with some nutrients (proteins, fats, carbohydrates, etc.).
9. Remedy against the growth of the abdomen.

Exercise: Make a list of possible items to be invented in the 21st century.

Practical tools for the instructor

The most characteristic moments of truth can be:

1. The client calls her department.
2. The person making the contact responds to a request.
3. The client receives information from her department.
4. The client visits her department.
5. The customer complains about the service.
6. The client uses what you provide.
7. The client requests additional information.
8. The client requests an unusual service.
9. The client fills out a form that you provide.
10. The client complains about the attention of the staff.

The service cycle

A service cycle is a chain of events that the customer goes through as they experience the service. The service cycle concept allows people and areas to reorganize based on that final result. Thinking in terms of service cycles is a powerful idea that allows staff to modify their views on customer needs. The analysis and improvement of service cycles is a basic element of the process of reorienting the company and the areas towards the customer.

How much is a customer worth

A restaurant decided to calculate "how much" a customer was really worth. For that he started from the regular customer who spends \$ 20 once a week. Starting from the fact that the average life of a customer for a restaurant is one year, he made the following calculation:

a) $\$ 20 \times 4 = \$ 80$	Monthly consumption
b) $\$ 80 \times 12 = \$ 960$	Annual consumption
c) $\$ 960 \times 5 = \$ 4800$	Since the client recommends the restaurant to five people on average
d) $4800 \times 30\% = 1440$	Percentage of recommended who decide to visit the restaurant
e) $\$ 960 + \$ 1,440 (b + d)$	\$ 2,500 TOTAL CUSTOMER VALUE

How much does a customer cost

Returning to the example of the restaurant, the cost for poor customer service was calculated:

a) $\$ 20 \times 4 = \$ 80$	Monthly consumption
b) $\$ 80 \times 12 = \$ 960$	Annual consumption
c) $\$ 960 \times 20 = \$ 19,200$	Since the client recommends that number of clients no longer visit the restaurant
d) $\$ 19,200 + 13\% = \$ 21,696$	13% is the dollar factor incidence of prolonged rumor
e) $\$ 960 + \$ 21,696$ (b + d)	\$ 22,656 TOTAL CUSTOMER COST




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