

# Think Bigger: Make Meaningful Choices to Spark Innovation



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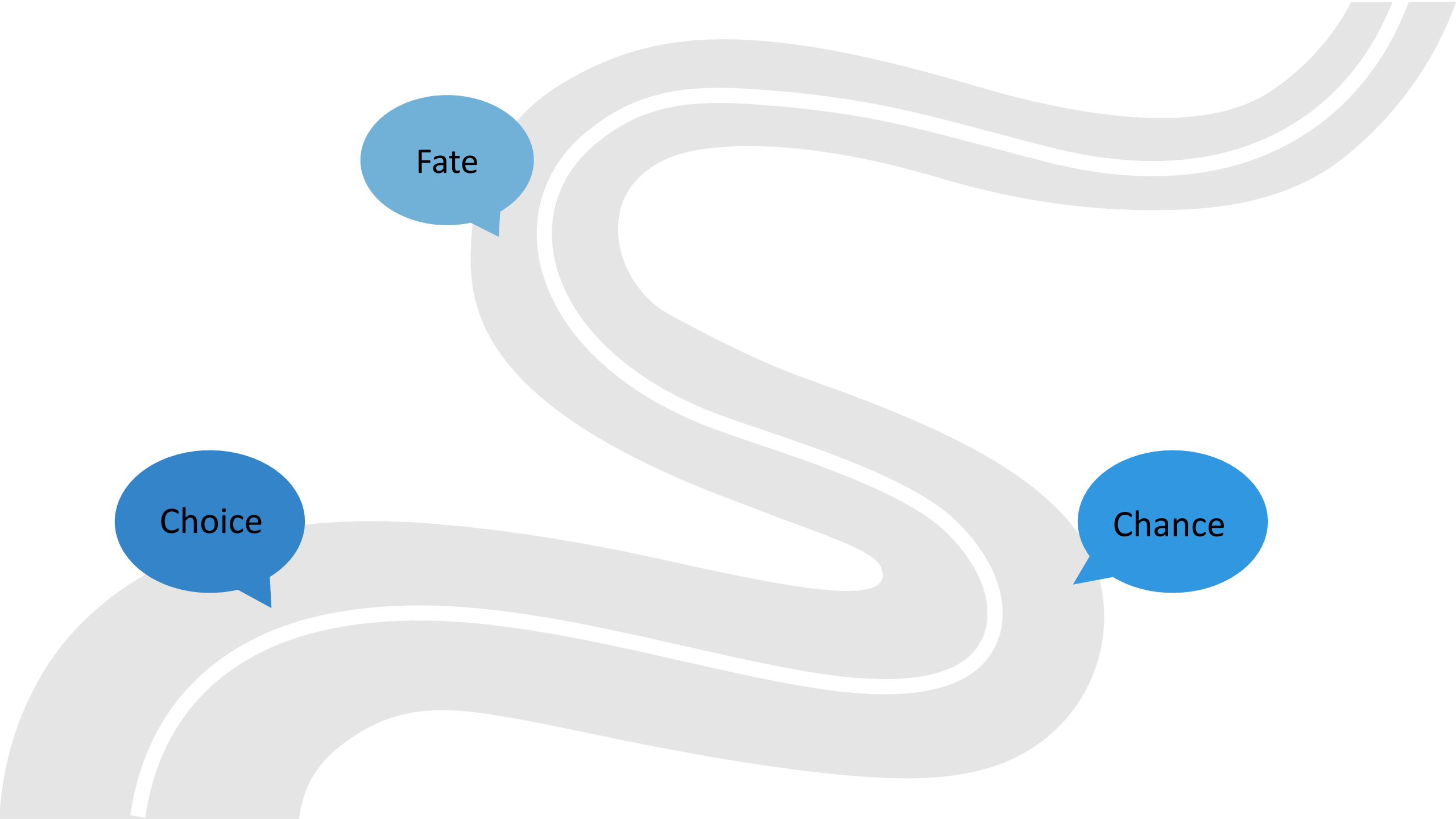












Fate

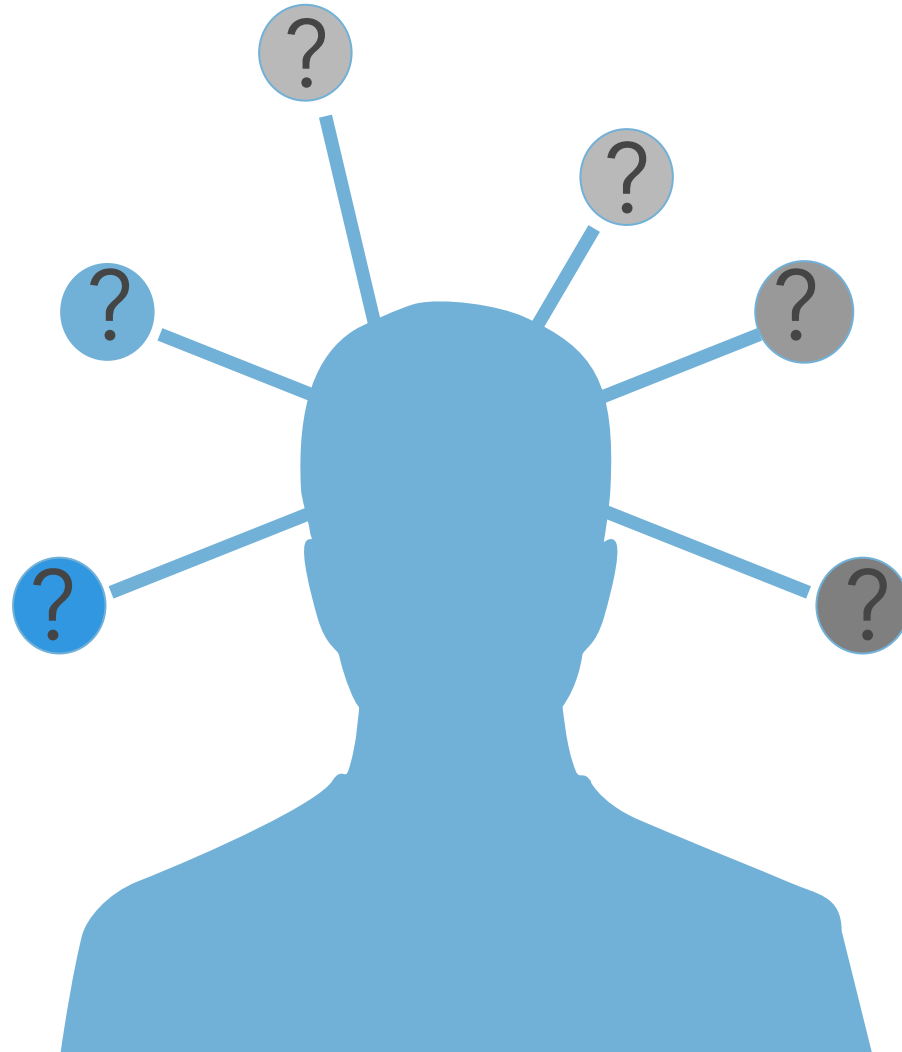
Choice

Chance

**Where does the power of choice come from?**



# How many choices do you make in a week?



1975



9,000 PRODUCTS

TODAY



47,000+ PRODUCTS



75 million products



18 International marketplaces  
480 million products



170,000 Drink Combinations







**28%**

of the work week  
on **emails**

**5+**

hours a day  
on mobile devices  
and **apps**



**174**

Newspapers  
per **day**

# Draeger's Grocery Store









6 JAMS



24 JAMS





# THE JAM STUDY

## TOO MUCH OF A GOOD THING?

---

6 Jams



24 Jams



Do we know what we want?  
Does more choice help us or hurt us?

# Consequences of Choice Overload

1

We choose not to choose

2

We make more errors and are less consistent

3

We are less satisfied with our choices

How do we make it easier for people to pick and find?



# The Four C's for Choosing



CUT

1



Cut 9 Shampoos  
+10% Sales  
(1990s)



Limited Selection  
Online  
+12% Sales (2011)



1,400 Products  
+15.3% growth in  
2021

80% of revenue comes from

20% of choice offerings

# The Four C's for Choosing



CUT

1

CATEGORIZE

2

## Women's



## Tech



## Fashion



## Cooking



## Travel



## Travel



## Literature



## Art



## Gardening



## Money



## Men's



## Hunting



## Teen



We can handle more options when they are categorized clearly.

## Women's



## Men's



## News



## Gaming



## Golf



## Architecture



## Fitness



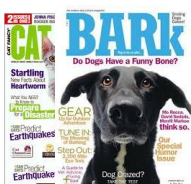
## Home and Garden



## News



## Pets



## Entertainment



## Auto





"Swing"



"Jazz"





# The Four C's for Choosing



CUT

1

CATEGORIZE

2

CUSTOMIZE

3

# Choosing a Car

High  
to  
Low

56 choices

**Ihre Farbauswahl:** Lichtsilber Metallic, Preis: 650,00 EUR

**Außenlackierung**

Uni

Metallic

Perleffekt

13 choices

**Stoff Mikado**

**Stoff Mondial**

4 choices

**Preis in EUR**

3.500,00

3.300,00

2.000,00

850,00

4 choices

**Preis in EUR**

3.500,00

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**Ihre Farbauswahl:** Lichtsilber Metallic, Preis: 650,00 EUR

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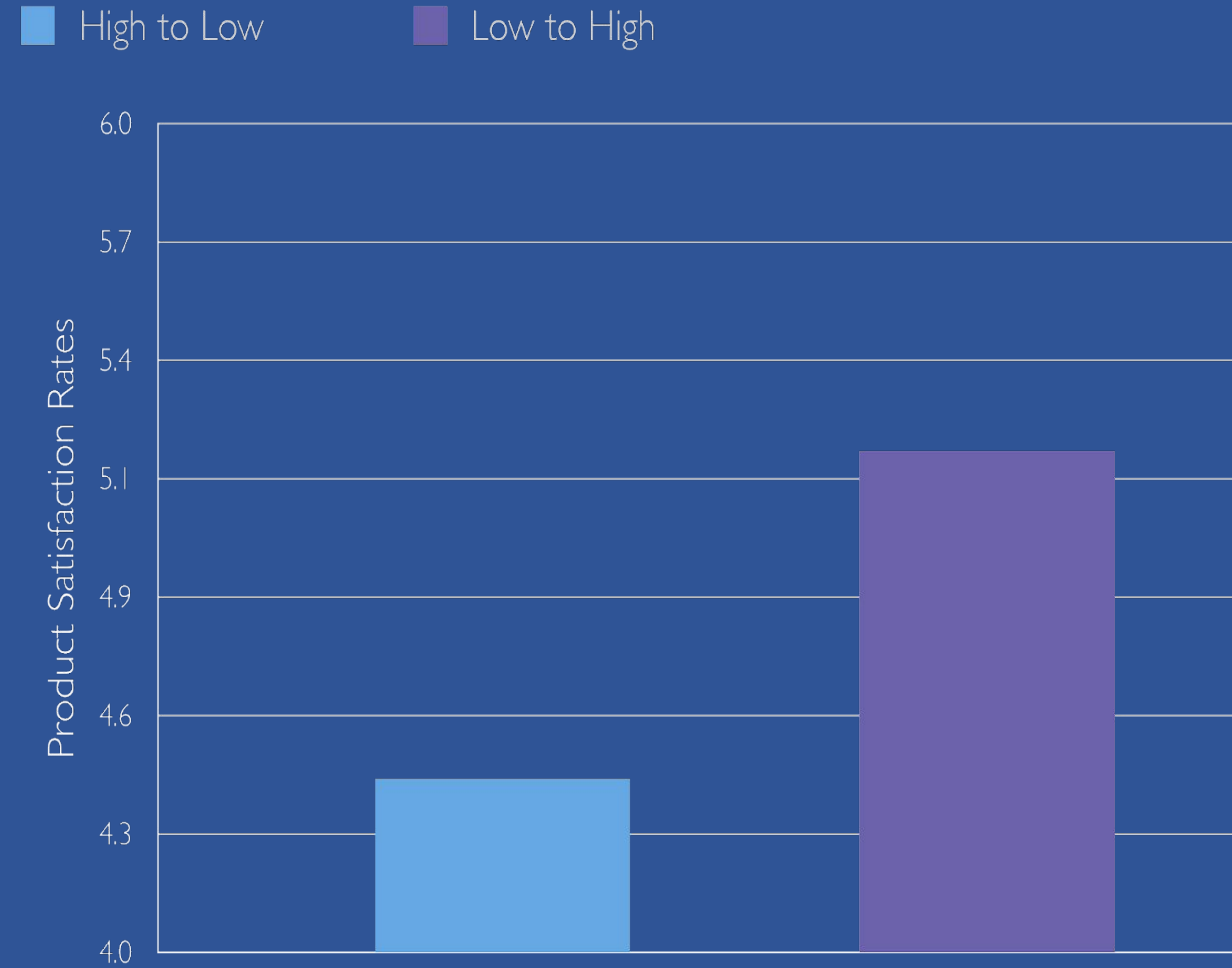
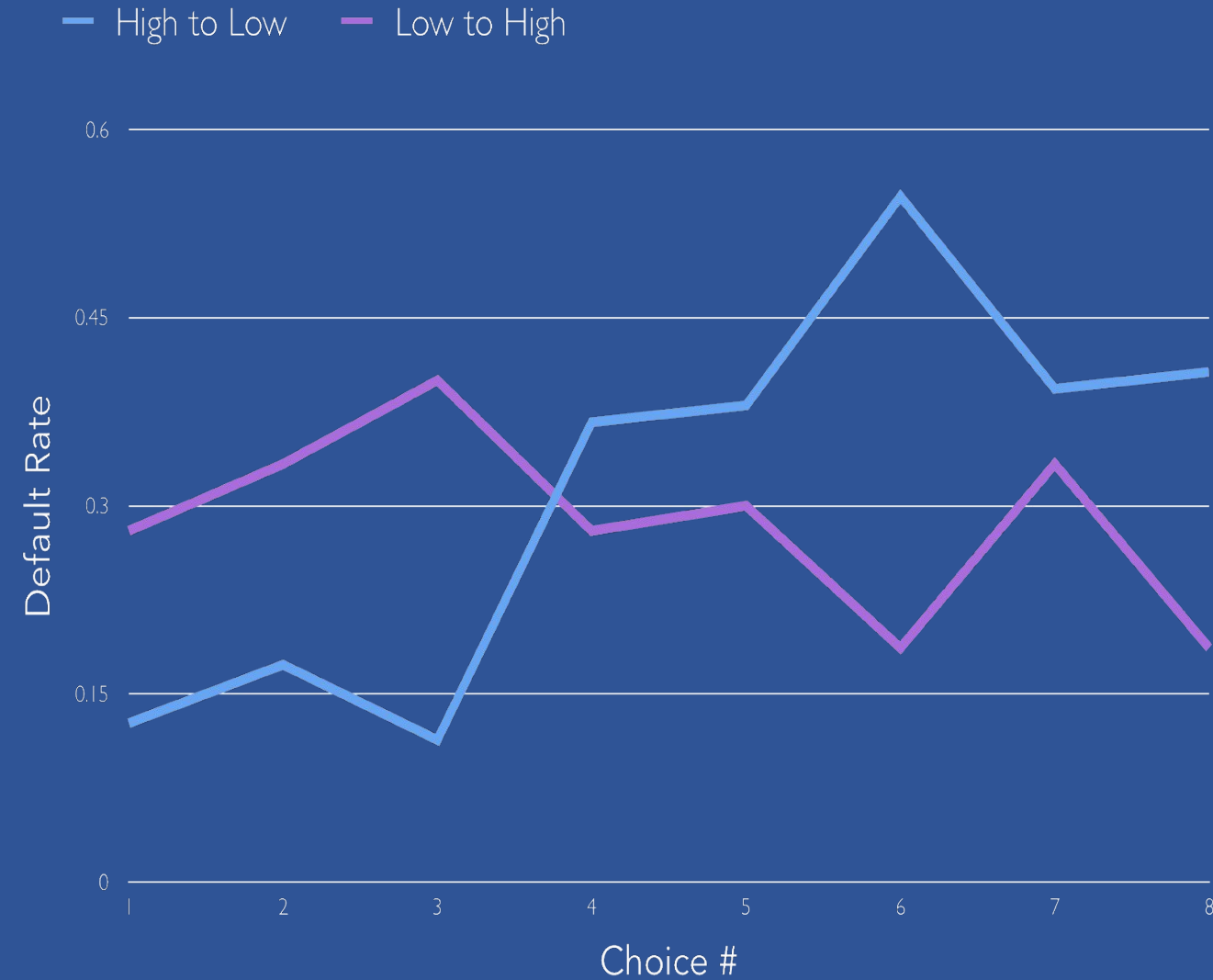
Uni

Metallic

Perleffekt

Low  
to  
High

# Car Study: Shopper's Fatigue Rates



# Takeaway

The job of a choice provider is not to give people what they want but to discover what they want

# The Four C's for Choosing

CUT

1

CATEGORIZE

2

CUSTOMIZE

3

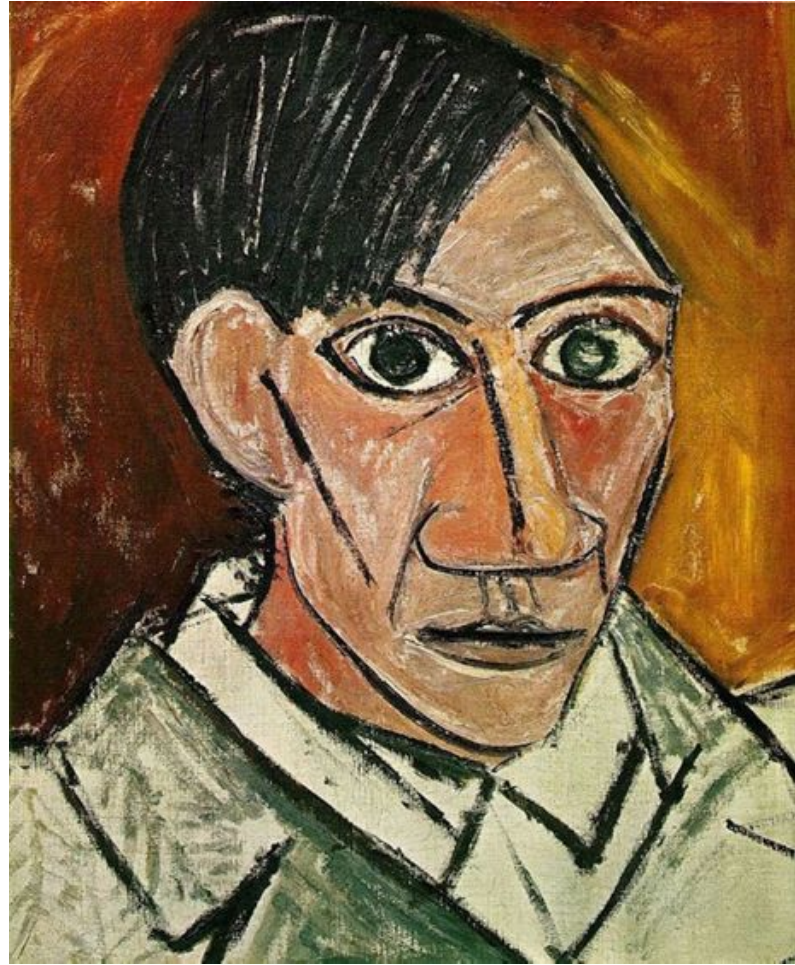
CREATIVE  
COMBINATION

4

## **CREATIVE COMBINATION:**

How do you create when there are no meaningful choices?

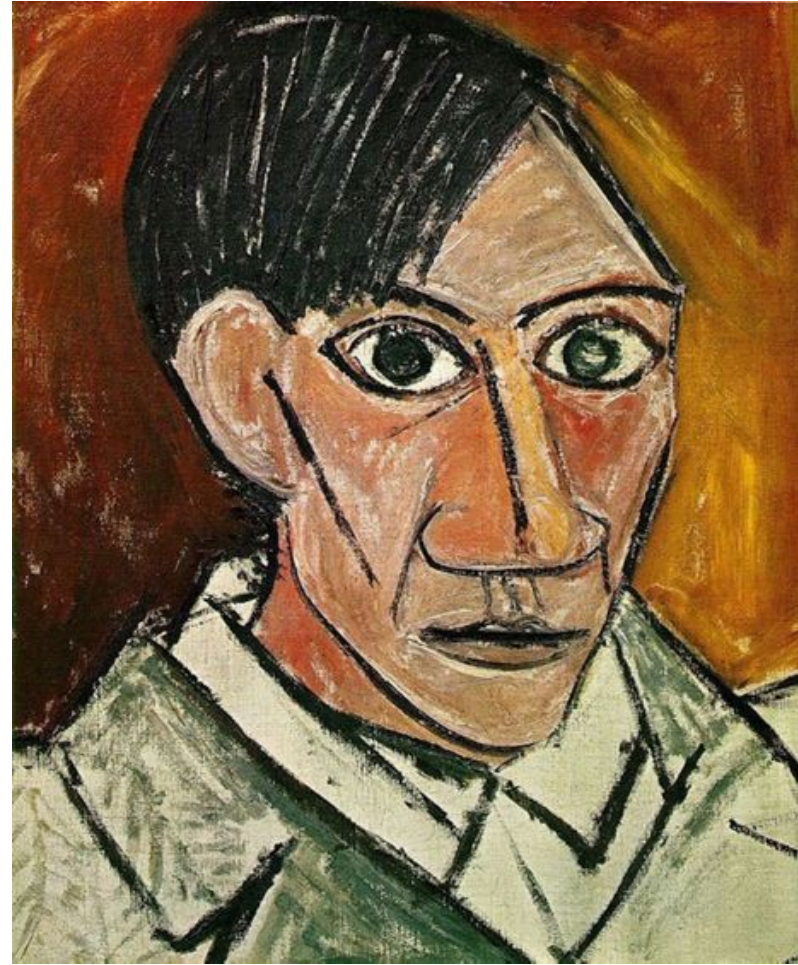
**THINK  
BIGGER**







*Self Portrait, Pablo Picasso*  
1901



*Self Portrait, Pablo Picasso*  
1907



"From today, painting is dead!"

– French painter Paul Delaroche, 1850s



"It will not be long before the camera has supplanted...art altogether."

– Art Critic, Charles Baudelaire, 1860s





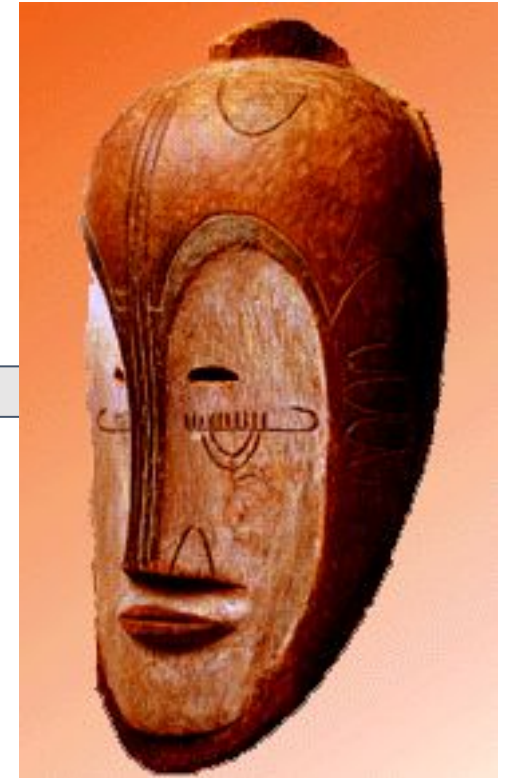
*The Joy of Life*  
Matisse, 1906



*Five Bathers*  
Cezanne, 1898

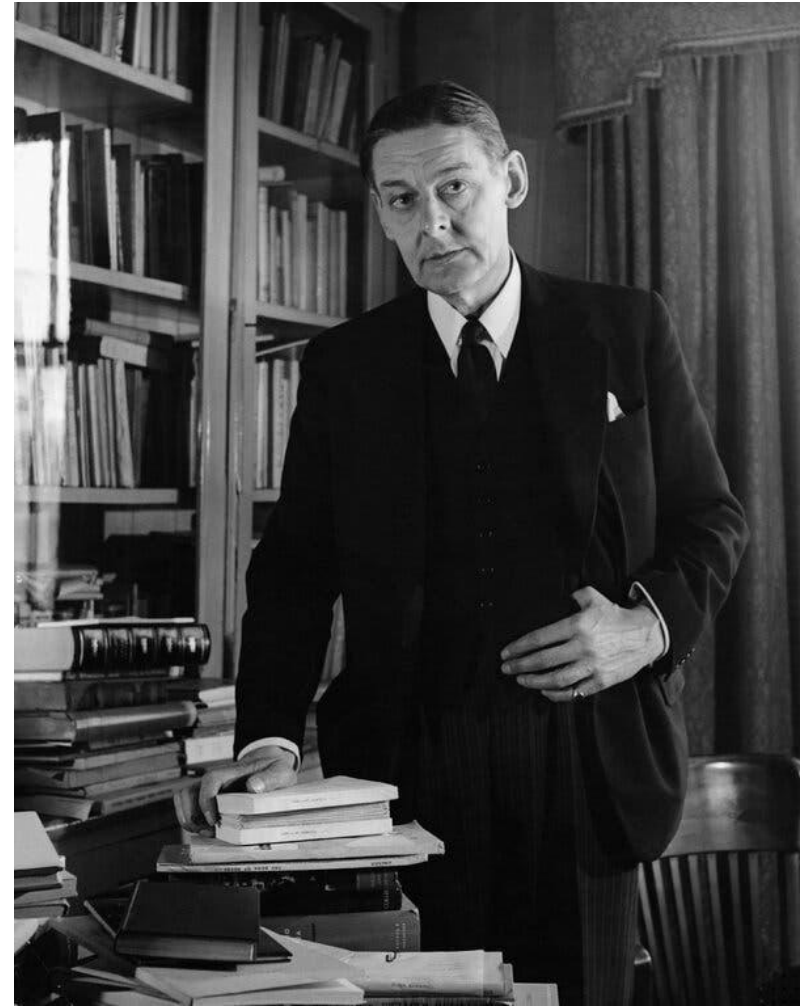


*Les Femmes d'Alger (O.J. Version O)*  
Matisse, 1906



African Vili sculpture

“Immature poets imitate; mature poets steal.”  
—T.S. Eliot, Poet



# Takeaway:

Creativity = Imagination + Picking and Finding





The Commercialization of Ice Cream – Nancy Johnson



Main Problem: How do we make ice cream more affordable and easier to make?

So You Want Ice Cream?



Ice Cream Making Before Nancy Johnson

How do we keep it cold?

(The refrigerator wasn't invented yet.)

How do we make it easier on the person making it?

(Ice cream took hours to make.)

How do we make it smooth?

(Hand stirring led to lumpy, inconsistent ice cream.)

Wooden Pail  
(for carrying  
water)





Pewter Mug  
(kept drinks  
cold)





The Hand Crank  
(invented in the  
1400s, used in  
spice and  
coffee grinders)

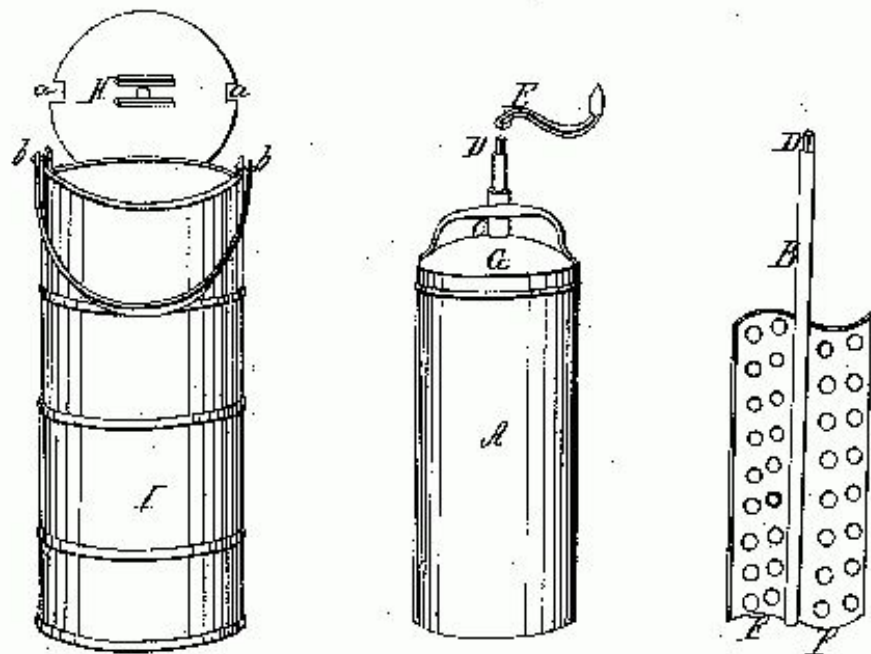
Spatulas With Holes  
(for increased  
drainage and  
reduced surface  
tension)



N. M. JOHNSON.  
ARTIFICIAL FREEZER.

No. 3,254.

Patented Sept. 9, 1843



# Takeaway:

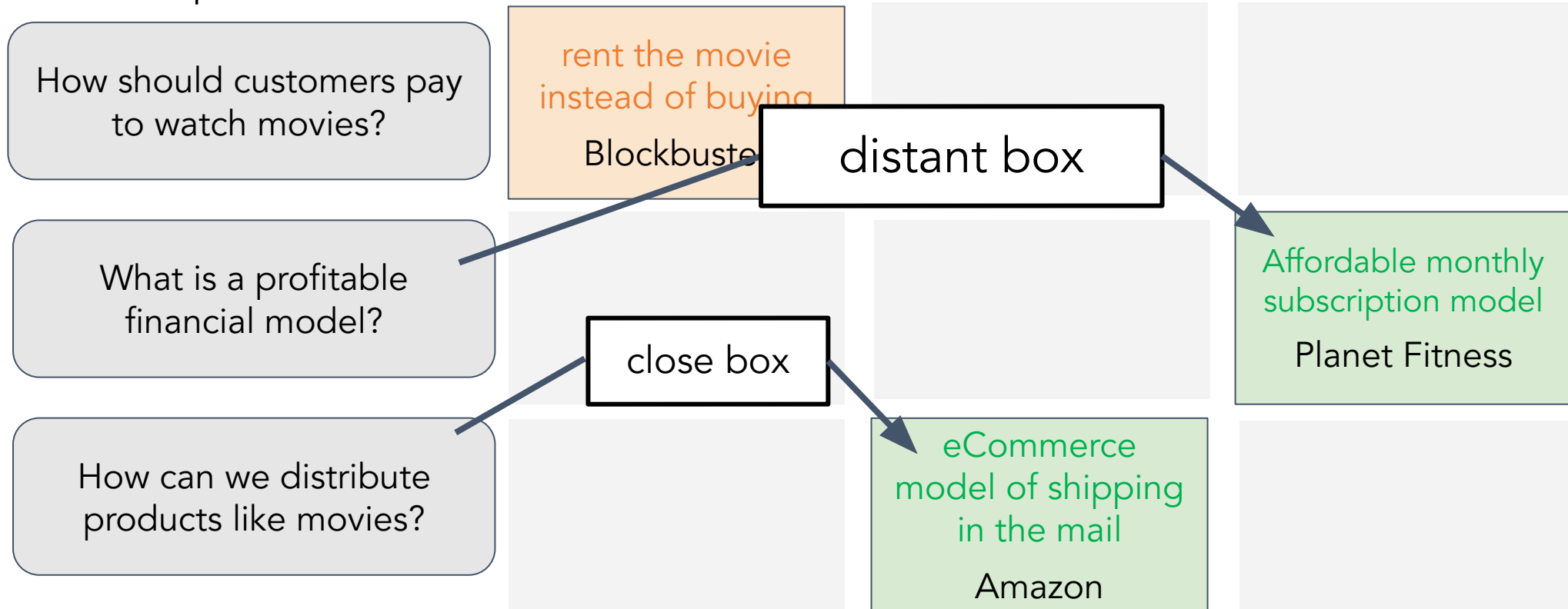
In Think Bigger, we define the problem, break it down to its sub-problems, and search for solutions to each sub-problem that work to create a combination.



# Choice Map Template: **NETFLIX**

Main Problem: How can we make watching movies at home more pleasant?

Subproblems:





This is where disruption happens.

# Think Bigger Six Steps

## 1. CHOOSE THE PROBLEM

*What problem do you want to solve?*

## 2. BREAK IT DOWN

*What are the sub-problems that make up your big problem?*

## 3. COMPARE WANTS

*What is your decision-making criteria?*

## 4. SEARCH IN AND OUT OF THE BOX

*What solutions have been tried to date?*

## 5. CHOICE MAP

*Combine examples and solutions in new ways until you “see” an innovation.*

## 6. THE THIRD EYE

*Do others see what you see?*

# Think Bigger in Action

## Define Your Problem

Describe the problem in detail. The more context you provide, the better we can break it down.

How can I create a jewelry line as universally meaningful and successful as engagement rings or the Cartier Love bracelet—one that resonates across income levels, genders, and cultures while reflecting my personal values?

Adjust Problem

## Your Problem as a Question

Review how your problem has been reframed as a question. Framing it this way helps uncover new perspectives and solutions.

Problem:

**How might we design universally meaningful jewelry transcending income, culture, while reflecting personal values?**



# Problem Breakdown

How can we identify elements of jewelry design that are universally meaningful across cultures and income levels?



How might we help customers find their personal values to incorporate them into jewelry design to ensure individual expression while maintaining universal appeal?



How do we determine the balance between aesthetic appeal and cultural sensitivity in jewelry design?



How can we ensure that material choices for jewelry align with personal values?



How might we use storytelling in jewelry design to communicate personal and universal values effectively?



# Choose Your Path

## Start Your Journey

Select tactics based on the type of approach you want to explore—ranging from proven industry best practices to more creative or unconventional strategies. Your selection shapes the tactics you'll explore next. Once you make a choice you will not be able to go back.

### IN-THE-BOX

Proven tactics used successfully to solve a similar problem within your industry.

Stick to What Works

### EDGE-OF-THE-BOX

Proven tactics from adjacent industries that have solved a related problem.

Blend Familiar & New

### OUT-OF-THE-BOX

Proven tactics from completely different contexts or time-periods that solve analagous problems.

Explore Something Different

# Search In the Box

## Bvlgari Ancient Symbols

Incorporate ancient symbols known for their protective and positive meanings.

*Bvlgari*

*Consumer Retail*

*In-the-Box*

Read more +

## Pandora's Personalized Charms

Create customizable jewelry pieces, allowing customers to select charms representing personal interests or values.

*Pandora Jewelry*

*Consumer Retail*

*In-the-Box*

Read more +

## Chanel Cultural Collaboration

Collaborate with cultural experts to curate designs that respect cultural heritage and trends.

*Chanel*

*Consumer Retail*

*In-the-Box*

Read more +

## Tiffany Timeless Design

Develop timeless designs focusing on elegance that transcends cultural trends and income levels.

*Tiffany & Co.*

*Consumer Retail*

*In-the-Box*

Read more +

## Monica Vinader Recycled Metals

Use recycled metals to craft high-quality jewelry, reducing environmental impact and lowering costs.

*Monica Vinader*

*Consumer Retail*

*In-the-Box*

Read more +

## Storytelling Themed Collections

Create themed collections that tell cultural stories or represent meaningful human experiences.

*Pandora Jewelry*

*Consumer Retail*

*In-the-Box*

Read more +

# Search Edge of the Box

## National Trust Storytelling Design

Preserve cultural narratives through storytelling in design elements, integrating local artisan techniques.

National Trust Government and Non-Profit

Edge-of-the-Box

Read more +

## Louis Vuitton's Bespoke Service

Offer bespoke services allowing customization of jewelry pieces to customer's unique tastes and values.

Louis Vuitton Other

Edge-of-the-Box

Read more +

## Shapeways 3D Custom Jewelry

Employ 3D printing technology to create customized jewelry based on individual customer designs.

Shapeways Manufacturing

Edge-of-the-Box

Read more +

## Sony's AI Personalization

included in 2 combinations

Use AI technology to personalize content delivery based on user preferences and behaviors.

Sony Technology

Edge-of-the-Box

Read more +

## Happify Value Identification

included in 2 combinations

Use digital platforms to guide users in identifying personal values through interactive sessions and quizzes.

Happify Technology

Edge-of-the-Box

Read more +

## CMG Color Forecasting

included in 1 combination

Utilize color forecasting to match jewelry with contemporary social trends and cultural values.

Color Marketing Group Consumer Retail

Edge-of-the-Box

Read more +

## Shapeways Digital Marketplace

included in 2 combinations

Employ a digital marketplace for users to upload and print custom jewelry designs.

Shapeways Manufacturing

Edge-of-the-Box

Read more +



# Search Out of the Box

## School of Life Workshops

included in 2 combinations

Offer courses and workshops helping individuals to understand and articulate core life values.

*The School of Life*

*Education*

*Out-of-the-Box*

Read more +

## Egyptian Symbolic Jewelry

included in 2 combinations

Create symbolic jewelry that represents values, similar to ancient practices aligning with beliefs.

*Ancient Egyptian Artists*

*History and Civilization*

*Out-of-the-Box*

Read more +

## Tata's Alloy Innovations

included in 1 combination

Leverage advanced metallurgy to create durable and cost-efficient alloy materials.

*Tata Steel*

*Manufacturing*

*Out-of-the-Box*

Read more +

## Nabatean Craftsmanship

included in 1 combination

Utilize local resources and advanced craftsmanship techniques to produce high-quality artifacts.

*The Nabateans*

*History and Civilization*

*Out-of-the-Box*

Read more +

## Promotional Storytelling in Science

included in 2 combinations

Promote scientific achievements through public engagements and storytelling to inspire and educate the public.

*Marie Curie*

*Science and Research*

*Out-of-the-Box*

Read more +

## Trove's VR Try-Ons

included in 2 combinations

Incorporate VR technology to offer virtual try-ons of jewelry before purchase.

*Trove*

*Travel and Hospitality*

*Out-of-the-Box*

Read more +

# Look Amongst Combinations & Address Stakeholders

## The Think Bigger tool creates up to nine combinations

<b>Cultural Luxe Jewelry Experience</b> <input checked="" type="checkbox"/> <p>Blending cultural narratives, innovative materials, and heritage to craft meaningful unisex luxury jewelry.</p> <p><b>Out-of-the-Box</b> <b>Out-of-the-Box</b></p> <p><b>Out-of-the-Box</b> <b>In-the-Box</b></p> <p><b>In-the-Box</b></p> <p><a href="#">Review Details →</a></p>	<b>Luxury Unisex Jewelry Revolution</b> <input type="checkbox"/> <p>Utilizing market research, interactive design, and ethical sourcing to attract high-earning consumers.</p> <p><b>In-the-Box</b> <b>In-the-Box</b> <b>In-the-Box</b></p> <p><b>In-the-Box</b> <b>In-the-Box</b></p> <p><a href="#">Review Details →</a></p>	<b>Luxury Personal Value Adornments</b> <input type="checkbox"/> <p>Designing unisex jewelry using premium materials and personalized experiences to resonate with high-earners.</p> <p><b>In-the-Box</b> <b>Edge-of-the-Box</b></p> <p><b>Out-of-the-Box</b> <b>Out-of-the-Box</b></p> <p><b>In-the-Box</b></p> <p><a href="#">Review Details →</a></p>
<b>Luxury Values Jewelry</b> <input type="checkbox"/> <p>Crafting unisex jewelry using personal values, sustainable materials, and exclusive brand heritage.</p> <p><b>In-the-Box</b> <b>Edge-of-the-Box</b></p> <p><b>Edge-of-the-Box</b> <b>Out-of-the-Box</b></p> <p><b>In-the-Box</b></p> <p><a href="#">Review Details →</a></p>	<b>Sustainable Luxury Jewelry</b> <input type="checkbox"/> <p>Crafting unisex jewelry combining premium materials and inspiring stories while prioritizing sustainability.</p> <p><b>In-the-Box</b> <b>Edge-of-the-Box</b></p> <p><b>Out-of-the-Box</b> <b>In-the-Box</b></p> <p><b>In-the-Box</b></p> <p><a href="#">Review Details →</a></p>	<b>Luxury Unisex Jewelry Experience</b> <input type="checkbox"/> <p>Combining personalized service, environmental responsibility, and exclusive partnerships to appeal to high-earners.</p> <p><b>Out-of-the-Box</b> <b>Edge-of-the-Box</b></p> <p><b>Out-of-the-Box</b> <b>Edge-of-the-Box</b></p> <p><b>In-the-Box</b></p> <p><a href="#">Review Details →</a></p>
<b>Luxury Values Jewelry</b> <input type="checkbox"/> <p>Leverage market insights, innovative materials, and experiential marketing to create unisex jewelry.</p> <p><b>In-the-Box</b> <b>Out-of-the-Box</b></p> <p><b>Out-of-the-Box</b> <b>In-the-Box</b></p> <p><b>In-the-Box</b></p> <p><a href="#">Review Details →</a></p>	<b>Timeless Unisex Prestige</b> <input checked="" type="checkbox"/> <p>Luxury jewelry line merging artistic collaboration with bespoke, sustainable materials for discerning earners.</p> <p><b>Edge-of-the-Box</b> <b>Out-of-the-Box</b></p> <p><b>Edge-of-the-Box</b> <b>Edge-of-the-Box</b></p> <p><b>Out-of-the-Box</b></p> <p><a href="#">Review Details →</a></p>	<b>Luxury Unisex Jewelry Revolution</b> <input checked="" type="checkbox"/> <p>Innovative workshops, personalized designs, and eco-friendly practices create meaningful luxury jewelry for high-earners.</p> <p><b>In-the-Box</b> <b>Edge-of-the-Box</b></p> <p><b>Out-of-the-Box</b> <b>In-the-Box</b></p> <p><b>Edge-of-the-Box</b></p> <p><a href="#">Review Details →</a></p>

Who matters in your idea?

Jewelry Designer	<input checked="" type="checkbox"/> <input type="checkbox"/>	<a href="#">review needs</a>
High-Earning Customers	<input checked="" type="checkbox"/> <input type="checkbox"/>	<a href="#">review needs</a>
Marketing Team	<input checked="" type="checkbox"/> <input type="checkbox"/>	<a href="#">review needs</a>
Retail Partners	<input checked="" type="checkbox"/> <input type="checkbox"/>	<a href="#">review needs</a>

# Compare and Contrast to Choose the Best Idea

Stakeholders

Jewelry Designer

High-Earning Customers

Marketing Team

Retail Partners

PERCENTAGE OF STAKEHOLDER NEEDS MET

Cultural Luxe Jewelry Experience

Review Details →

80%

90%

75%

70%



79%

Pick this one

Timeless Unisex Prestige

Review Details →

80%

90%

75%

65%



78%

Pick this one

Luxury Unisex Jewelry Revolution

Review Details →

80%

90%

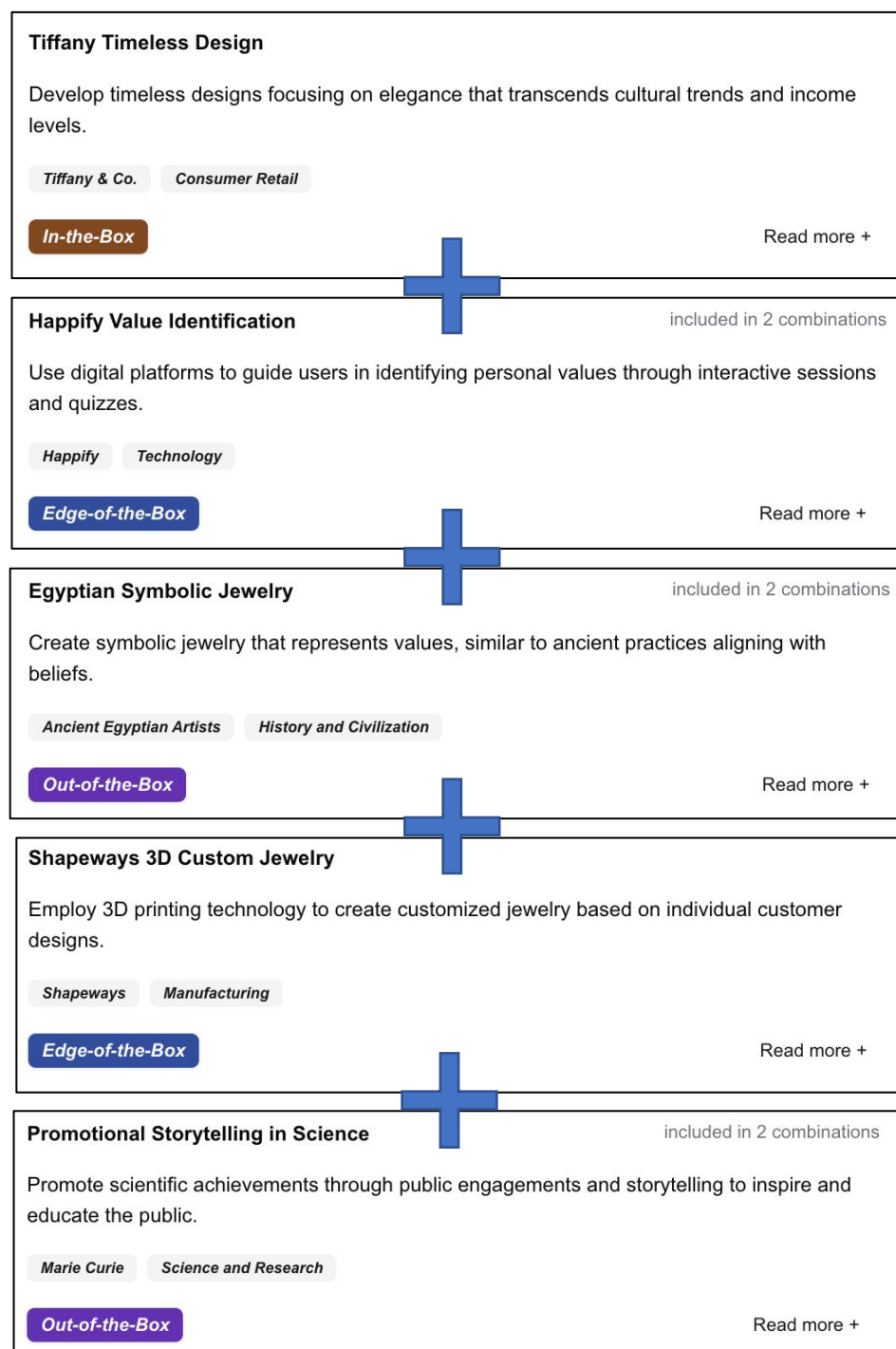
85%

75%



83%

Pick this one



# Combinatory Idea

**Wear Your Values**—with custom jewelry that tells your story.

Start with a values survey, match your ideals to meaningful stones and colors, and explore 3D-printed samples.

Designed within your budget, your ring or necklace becomes a personal statement—authentic, meaningful, and uniquely you.



# Thank you!

To learn more about Think Bigger  
Co-Intelligence:

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