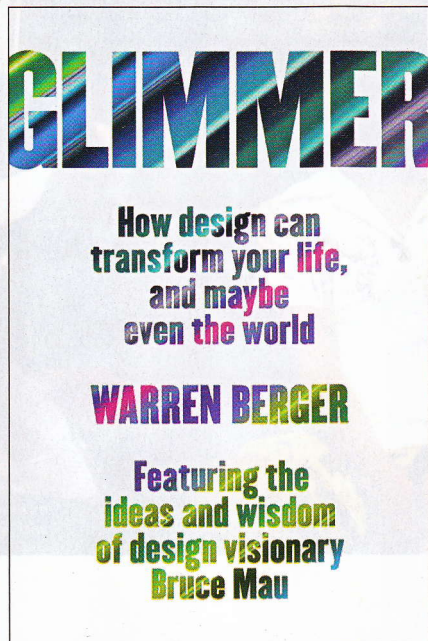


[THE PT BOOKSHELF]

**Glimmer**

By Warren Berger

THE GREATEST innovators think like designers, whether they seek to end world hunger or build a better snow shovel. Certainly today's most successful businesses are design-driven; both Apple and Facebook elegantly organize huge amounts of data, filling a desperate need in this information-rich age.

Glimmer offers marketers insights into modern consumers, noting for instance that they'll often buy into a "culture": Consider the intricately conceived identities of Starbucks and Trader Joe's. Designer Bruce Mau, featured heavily in the book, urges companies to "go deep" and immerse researchers in the daily life of a population to discover its needs.

Glimmer holds inspiration for non-marketers, too, with its accounts of regular folks who had a "glimmer moment"—a sudden vision of the possible—and followed through to create something useful. The popular OXO ergonomic kitchen tools, for instance, emerged when a man watched his arthritic wife struggling at the stove.

Berger offers tips to spark such moments, such as breaking routine, brainstorming, and—especially—asking stupid questions. Be open-minded to any idea source, be it nature, neighbors, or pirates: The skull-and-crossbones is one of the most successful logos in history, after all.

—Sonya Sobieski