INNOVATION 4 GROWTH
Phases II & III

CONTINUING THE INNOVATION JOURNEY

Innovation is a discipline. Some of the most successful and innovative global businesses today are driven by creative individuals and teams. What these businesses also have in common are a dedication to a creative process and a perseverance to succeed.

Innovation 4 Growth helps you learn from global leaders, providing you with the tools, frameworks and supports to drive innovation within your business. Your role as a management team is to take this learning and make it work for your own company, ensuring innovation is part of the way you do business, day after day.

The Boost Camp in Phase I will have provided you with a broad overview of the key elements of innovation. You’ll have put together an Innovation Readiness Plan for your business and competed to win a place on Phase II. Now the work really begins.

Phases II and III will support you to build an innovation process in your business by bringing you through seven distinct steps necessary for successful innovation, modelled on IDEO’s best practice Design Thinking process. It offers you a deeper dive into each of these innovation steps and stages, providing your team more granular detail of every stage, the practical tools and templates to apply innovation and a business coach to support you to execute with confidence. The programme aims for early success with your team in order to support you build an innovation mind-set and demonstrate the impact on business growth.

THE INNOVATION PROCESS

1. OBSERVE
2. CHALLENGE
3. IDEATE
4. PROTOTYPE
5. PRODUCT/MARKET FIX
6. IMPLEMENT
7. LEADING CHANGE
PHASE II

Innovation Incubator
(11 programme days over 9 months)

Phase II of Innovation 4 Growth is delivered over nine months. It allows your management team an opportunity to take time out of your business to focus on driving your company’s growth through innovation. During the programme you will be guided by world class innovation leaders, practitioners and Business Coaches within the company of peers from other organisations facing similar challenges.

There are 5 modules and each will focus on a distinct aspect of innovation. Each module provides you with practical tools and templates to action innovation within your business. They incorporate a Master Class on the first day, led by an expert innovation facilitator, and a more practical workshop on the second day, focused on supporting you to execute your own company’s innovation initiative(s).

Swiss Excellence through Innovation
Module two comprises a three-day visit to Switzerland, the world’s top performing country in Innovation (Global Innovation Index, 2014). The visit is facilitated by IMD, the global leader in Executive Education. You will access insights from leading edge innovators through teaching by IMD faculty and site visits to innovative Swiss companies.

PHASE III

Sustaining Innovation
(2.5 programme days over 12 months)

Phase III of Innovation 4 Growth is delivered over 12 months supporting you to sustain innovation for the long-term. This phase is delivered through a mix of peer learning forums, further in-company coaching and an innovation showcase finale.

THE INNOVATION PROCESS

1. OBSERVE/EMPATHISE
   - CUSTOMER INSIGHTS
   - MARKET INTELLIGENCE
   - COLLABORATION
   - STAFF KNOWLEDGE

2. CHALLENGE/FIND
   - JOBS TO BE DONE
   - HIDDEN NEEDS
   - UNMET NEEDS
   - INCREMENTAL V RADICAL
   - AN IDEAS PIPELINE
   - COST/IMPACT GRID

3. IDEATE
   - IDEAS TOOLKIT
   - ROLE PLAYS
   - DE BONO’S LATERAL THINKING
   - BLUE SKY EXERCISES
   - STORY TELLING
   - OTHER BUSINESS MODELS

4. PROTOTYPE
   - YOUR VALUE PROPOSITION
   - CAPTURE AS A MVP
   - EXAMINE DIFFERENT BUSINESS MODELS (BMC)
   - BE READY FOR CHECKING WITH THE MARKET

5. PRODUCT MARKET FIT
   - THE COMMERCIALISATION PROCESS
   - DISCOVERY DRIVEN PLANNING
   - 5 DETERMINANTS FOR MARKET ADOPTION
   - TEST, ITERATE, TEST
   - PIVOTING

6. IMPLEMENT
   - MANAGEMENT BY PROJECTS
   - LEAN START-UP THINKING
   - FAIL FAST, FAIL CHEAP & MOVE ON
KEY INTERNATIONAL FACULTY

Howard Yu
Professor of Strategic Management and Innovation at IMD, specialising in technological innovation, strategic transformation and change management. His teaching and research activities focus on why and how some firms can sustain new growth while others cannot. The many industries that Professor Yu has investigated range from healthcare, automobile and heavy machinery to fast-moving consumer goods. His work appears regularly in the Financial Times, Harvard Business Review and Forbes. In 2015 Professor Yu was featured in Poets & Quants, a well respected higher education resource, as one of the Best 40 Under 40 Professors.

Bill Fischer
Professor of Innovation Management at IMD and co-director of the IMD/MIT programme Driving Strategic Innovation. In 2012 Bill was named by InnovationExcellence.com as one of the “Top 50 Innovation Tweeters of 2012” as well as one of InnovationManagement.com’s 40 top innovation bloggers. In 2013, he was included among “The Top 50 Business School Professors on Twitter,” and Innovation Excellence’s “Top 50 Innovation Twitter Sharers of 2013”. His book, Reinventing Giants, addressing business model and corporate culture reinvention in a mature, commodity business was short-listed for Thinkers50 “book of the year” award in 2013.

Keith Goffin
Professor of Innovation and New Product Development at Cranfield School of Management, UK. With substantial industrial experience gained at Hewlett-Packard, Keith regularly acts as a consultant on innovation management to well-known organisations including Kellogg’s, ICL, HSBC and Rank-Xerox. He is a co-author of bestselling books: Identifying Hidden Needs: Creating Breakthrough Products and Innovation Management: Strategy and Implementation using the Pentathlon Framework.

Stelios Kavadias
Professor of Enterprise Studies in Innovation & Growth at Judge Business School, Cambridge, Stelios also serves as an Associate Editor for Management Science’s Entrepreneurship and Innovation department. At Georgia Tech’s Huang Executive Education Center he regularly contributed to open enrolment and custom executive programmes on innovation and project management, and was the Academic Director of their GE Energy PLMP programme. He has authored several case studies through close collaboration with major firms across multiple industries. In 2012 Stelios was awarded Professor of the Year, EMBA Management of Technology.

John Fahy
As Professor of Marketing at the University of Limerick and Adjunct Professor of Marketing at the University of Adelaide, John has a distinguished track record in the fields of marketing and innovation. Other research interests include customer value, evolutionary perspectives on marketing and strategic decision making. His popular blog on these issues at www.johnfahy.net has attracted a large following. He is the author of dozens of articles on marketing and strategy that have been published in leading journals. John sits on the Executive Committee of the European Academy of Marketing and was awarded the prestigious Shannon Consortium Teaching Excellence Award in 2012.

Richard Gerver
Since leaving his twenty year career in education, Richard has worked to explore the links between great leadership, human potential, change and innovation. Described as one of the most inspirational leaders of his generation Richard argues that great leadership is about serving the needs of the people that work for and rely on you. The three core principles that underpin Richard’s philosophy are communication, empowerment and impact. In 2011 he was awarded the title of Business Speaker of the Year and has written bestselling book Change: Learn to Love it, Learn to Lead it. Advising Governments and major corporations globally, Richard has worked with organisations as diverse as Google, UK Sport, Microsoft, Morgan Stanley, Harrods, the LMA and Telefonica.

“The I4G Programme has brought a number of benefits to Nutribio. It has brought structure and organisation to our innovation activities as well as a confidence that the practices we have learnt and are now using to encourage, gather, organise and implement innovative ideas are consistent with current best practice. The I4G programme has also provided us with a valuable network of contacts with other similar companies to exchange ideas and share problems.”

David O’Sullivan
Operations Manager, Nutribio
SUPPORTING YOUR BUSINESS ALL THE WAY

Innovation 4 Growth supports you to apply design thinking in your business to create new products, services or processes that will add value to your customers and therefore grow your profits.

Business Coaches have been carefully selected to support you and your team with the implementation of your innovation project. Innovation 4 Growth Business Coaches are all experienced business practitioners with a background in industry working as senior managers and driving innovation across a variety of industry sectors. Their role is to advise and coach, bringing their experience to bear and facilitating you as a team to develop your innovation idea from concept to execution. They are also there to challenge your team to develop the capability required to make innovation an on-going activity within your company. Their objective is to support the transfer of learning to your company, build capability in your management team and ultimately support you to deliver business impact.

PROGRAMME OUTCOMES

You will emerge from Phases II & III having gained the following:

• Development of one or more innovation initiatives within your business, supporting business growth. 
• Experience and insights from international innovation experts to support your company to become more innovative in the medium to long-term.
• In-company team coaching support from highly experienced Business Coaches with a proven methodology for supporting leaders to implement innovation initiatives and develop a culture of innovation.
• Significant networking opportunities with management teams from other companies.
• Access to innovative Irish and international SMEs through a combination of live case studies and company visits.
• Visit to IMD in Lausanne, Switzerland, a world leader in executive development and international SMEs.
• Participation at an Innovation Showcase Conference, including a final awards ceremony displaying innovation initiatives with participant reflections and learning.
• An opportunity to re-assess your company’s innovation management capability post-programm and assess the progress you have made.

While each programme phase will deliver specific benefits to your company, completion of the full programme journey will enable you to deliver:

• A fully developed, monitored and implemented innovation growth strategy.
• A set of customised innovation metrics to measure innovation going forward.
• Improved solutions (products/services/business model) in line with existing or potential customer and market needs.
• A clearly differentiated offering and/or product/service from the competition.
• An increased engagement with customers and other key stakeholders to identify customer and market needs as a source of innovation.
• An embedded structure, framework and culture to drive innovation.
• Increased sales turnover, export, sales, jobs and productivity.

“The Innovation 4 Growth Programme is challenging our thinking around what innovation means in the context of a fast-growing business like Car Trawler. It is offering a wide array of ideas, frameworks and tools that are assisting us edge towards an approach that is appropriate for us. The structure of the programme is excellent.”

Brian Ingarfield
Chief Product Officer
Car Trawler

Key Programme Dates

PHASE II
April to December 2016
Module 1 – Discovery of strategic growth opportunities.
Module 2 – Innovation in Action
Module 3 – Value Creation
Module 4 – Managing Innovation
Module 5 – Leading Innovation

All modules with the exception of Module 2 will take place at the IMI Campus, Sandyford, Dublin 16. Module 2 will take place at IMD Business School, Lausanne, Switzerland.

PHASE III
January to December 2017

Programme Costs

Costs below are inclusive of grant aid support.*Programme costs include participation for three participants from each company on the I4G programme (Phases II & III), including one night accommodation at Modules 1, 3, 4 & 5. Costs include accommodation and meals at IMD in Switzerland but do not include flights or transfer costs.

Small Company €14,500
Medium Company €19,333
Large Company €24,167

For further information please contact:

Karen Hernández
Programme Manager, Innovation 4 Growth
Telephone: (01) 7272577
Email: innovation4growth@enterprise-ireland.com

Closing date for application and submission of your Innovation Readiness Plan is Monday 29th February 2016 and should be submitted by email to: innovation4growth@enterprise-ireland.com