Move innovation beyond buzzwords and into action.

BUILDING A CULTURE OF INNOVATION

December 11 - 12, 2019
ISB, Hyderabad Campus
Move innovation beyond buzzwords and into action.

Building a Culture of Innovation

According to a Forbes survey, a majority of executives report a high level of risk to their business from tech-enabled disruption over the next five years. How to manage disruptive innovation, deliver growth in an intensely competitive environment, manage risk and deliver value consistently are some of the questions keeping business leaders up at night. And here are a few others:

• Is your enterprise facing significant growth and profitability challenges?
• Is your enterprise having difficulty in identifying and entering new markets?
• Is your enterprise having difficulty in introducing new products that are faster, better, or cheaper?
• Are your enterprise’s customers leaving for faster, better or cheaper competitors?
• As a leader, are you overwhelmed with the fast pace of changing technologies or customer behaviours?
• Are you being asked to be more innovative and creative to demonstrate quick revenue or profit growth?
• Are you being asked to deliver faster, better or cheaper products with fewer resources?
• Are you having difficulty to navigate your own firm’s bureaucratic processes?
• Are you being asked to make faster and better decisions with little or incomplete information?
• Are you encountering intense internal fights for limited resources within your enterprise?

If you answered ‘YES’ to at least 3 out of the above 10 questions, you and some of your leaders will benefit by attending this 2-day programme at ISB.
Programme Details

Dates
December 11 (9.00 am) - 12 (5.00 pm), 2019

Follow-up Webinar
January 11, 2020

Venue: ISB, Hyderabad Campus

INR 1,50,000 plus GST @ 18%

Fee includes food and accommodation at the ISB campus or at an equivalent facility based on availability.
About the programme

This programme has been designed to democratise innovation by demystifying it as a concept for senior business leaders. Participants to the programme will learn that innovation is a management discipline just like any other, with its own language, methods, and tools. A discipline which can be taught to every enterprise, where the management can be trained to learn it, practice it, scale it, and master it.

This 2-day intensive programme will introduce participants to best-in-class concepts, case studies, frameworks, tools, and examples of innovation. At the end of each session, participants will immediately apply the concepts and tools to their own current enterprise context and issues.

Who should attend?

The programme is best suited for CXOs responsible for growth and profitability; enterprise leaders responsible for innovation and M&A; senior leaders running growth projects and processes to scale up; and current and future leaders of the business.

Key learning takeaways

- Expand your familiarity and comfort with the language, methods, and tools of enterprise growth drivers - Strategy and Innovation
- Acquire deep capabilities to transform innovation and growth strategies into execution via projects and processes
- Think and act like a CEO or a leader that is responsible for profit and loss
- Gain clarity and confidence in leading an enterprise or division or function by integrating Strategy, Innovation, Entrepreneurial Leadership, and Culture
- Accelerate your Entrepreneurial Leadership skills to energise, engage, and enable your teams
- Return to your enterprises with renewed energy and confidence to lead
Programme Framework

**01** INNOVATION STRATEGY
Governance and leadership resources performance

**02** INNOVATION SCIENCE
Knowledge, skills, and tools, first principles, meta discipline

**03** INNOVATION PROJECTS
Customer insight-led, problem solving approach, lean, and agile

**04** INNOVATION PROCESSES
Go-to-market and value chain piloting, launch roll out, and scale

**05** INNOVATION CULTURE
Entrepreneurial leadership, engagement and initiative mindset, behavioural shift
# Key Concepts Covered

## Innovation Strategy

You will learn the issues preventing innovation by reframing the problem from the Gorillas, Chimps and Monkeys framework, where the size of the business plays a key factor in translating resources into innovative action.

## Innovation Tools

Business innovation is not the product of an accident. You will learn how to deliberately design processes, drive culture, design thinking frameworks, facilitate adequate training and resources that nudge you to push the boundaries of what is possible.

## Innovation Projects

You will understand innovation by reverse engineering the success of ideas by finely dissecting every project, planning for multiple scenarios and planning growth in such a way that makes it predictable.

## Innovation Processes

You will learn how to overcome one of the biggest hurdles faced by businesses who have managed to produce innovative products/services - the go-to-market strategy which allows you to scale rapidly and reliably.

## Digital Transformation

Digital has transformed the face of business from the largest conglomerates to independent contractors in the gig economy. You will learn how to discover new growth by leveraging customers and employees with the power of digital.

## Innovation Culture

This programme will teach you how to create, and sustain a culture of innovation and growth through entrepreneurial leadership. What's more, you will learn the techniques to replicate this culture across your enterprise.

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This programme is for you if you want to meet the challenges faced by your business today head on and solve them with innovative products, services, and processes. You will learn to master the tools and skillsets that take innovation from the realm of the unknowable to an inevitable business outcome.
Key day-wise outcomes

Day 1
- Nature of the competitive environment between Gorillas, Chimps, and Monkeys
- VUCAH - Volatile, Uncertain, Complex, Ambiguous and Hyper connected world
- Design Thinking - customer’s jobs, journeys, problems, and opportunities
- Innovation strategies of great Gorillas, Chimps, and Monkeys
- Innovation opportunities = structured problem solving
- Innovation opportunities - changing the dynamics of competition in the market
- Growth options - scale and scope
- Incremental vs radical; organic vs inorganic; Stage-gate vs Agile

Day 2
- Innovation project management - going from ambiguity to uncertainty to risk
- Investing into the future - horizon 1, 2, 3 projects
- Piloting, launching, and scaling projects
- Building deep digital capabilities and digital transformation
- Entrepreneurial leadership
- Innovation mindset and behaviours
- Building blocks of innovation culture
- Personal action plan

Follow-Up Webinar

Favourable growth outcomes for leaders are most often a direct consequence of them owning their learning journey. To enhance the efforts of proactive leaders, the programme will conclude by helping you devise a ‘Personal Growth Action Plan’ in a face-to-face session with the faculty.

You will spend the 4 weeks post programme working on the action plan, following which your progress will be reviewed with the faculty in a webinar.
How this programme benefits organisations

• Assess and improve Innovation Strategies to change the competitive game
• Prioritise, resource, and accelerate innovation projects
• Initiate and enhance innovation processes to scale successful projects
• Energise, engage, and enable your leaders and employees to create an innovative culture

How this programme benefits individuals

• Identify and develop your own entrepreneurial leadership skills
• Think and act like a CEO: go from ambidexterity to multi-dexterity
• Understand innovation by going beyond buzzwords and jargon
Dr Jay Rao
Professor, Strategy and Innovation, Babson
BE, Indian Institute of Technology, Madras, India
MS, Operations Research, University of Kentucky, USA
PhD, Management, UCLA, USA

Dr Rao is the author of a book titled The Discipline and Culture of Innovation. His research has appeared in prestigious journals and he has written several business cases on a range of topics like: Innovation Strategy, Entrepreneur’s Journey, Innovation Culture, Leading Innovation, Leading Change, Customer Experience, Customer Service, and Strategy Execution.

Dr Rao has worked with some of the world’s elite organisations like Novartis, Fresenius Medical Care, Pernod Ricard USA, Covidien, BBVA, BAE Systems, U.S. Navy, SABIC, Citizens Bank, Merck, Masco Corp., Scottish Enterprise, Innovation Norway, North Atlantic Capital, EMC, GlaxoSmithKline, Scania and others.

He was a member of the Innovation Advisory Board at Ocean Spray (USA) from 2010 to 2015. He was on the Innovation Advisory Board of Bancolombia (Colombia) and on the Flavor Advisory board of Firmenich (Switzerland) from 2015 to 2018. He has a family-business background and has been on the board of Hymamshu (India) since 2001. He advises a number of startups in the areas of Strategy, Innovation and Entrepreneurial Leadership.
How to apply

Download the application form at [www.isb.edu/cee/apply](http://www.isb.edu/cee/apply) and follow the mailing instructions mentioned therein (or)
Write to us at [execed@isb.edu](mailto:execed@isb.edu) (or)
Call us on +91 40 2300 7041/42
For further information about the programme, visit [www.isb.edu/cee/BCI](http://www.isb.edu/cee/BCI)

Write to us to know more about the benefits of being a part of the CEE Alumni community.