

Cambridge Judge Business School • Executive Education

# MANAGING INNOVATION STRATEGICALLY



UNIVERSITY OF  
CAMBRIDGE  
Judge Business School

Executive Education



## Managing Innovation Strategically

This programme is designed to familiarise you with the important aspects of innovation, and give you the frameworks and practical tips to implement innovation in your own organisation. By learning about why organisations struggle with innovation, you will come away with insight into how you can overcome this to create and capture value.

### Face to Face

- The programme comprises of two day-long sessions
- Sessions take place from 09:00 to 17:30 GMT

### Live Online

- The programme comprises four half-day sessions
- Sessions take place from 09:00 to 12:30 GMT

Please visit our website for dates and fees



## High quality programmes, in flexible formats:

Cambridge Judge Business School Executive Education delivers outstanding professional development from a world-class centre of learning and innovation. We aim to offer diverse formats so you can access the same quality and academic rigour one associates with Cambridge University in the environment of your choice. In addition to our Face-to-Face programmes, our Live Online format brings Cambridge to wherever you are, delivering the best aspects of a Cambridge learning experience to your home or office.

### Face-to-Face delivery



Face-to-Face delivery requires you to travel to the historic city of Cambridge, here you will have the opportunity to meet faculty and peers in person while enjoying the beautiful surroundings of Cambridge University. This also means time away from home and office, which will open a space for you to fully focus on your learning objectives, networking and experience exchange.

Join "Cambridge Union"-style debates, learn from guest speakers and ask questions. Experience close faculty and peer interaction, take part in group exercises, role-play, discussions both in-class and in breaks over lunch or down time.

**Duration:** The programmes duration varies from 2 days to 3 weeks.

### Live Online delivery

Live Online brings the best aspects of a face-to-face learning experience to wherever you are! The sessions offer a rich and immersive interaction between you, our faculty and your fellow participants. While having to maintain focus away from office or home distractions, the virtual environment will allow to quickly switch back to your daily routine and tasks. Live Online eliminates travel dependencies, not only making this a budget-friendly option but also enabling you to test learned notions in real time and share your experience with your peers and faculty during the next day.

Just as with our face-to-face programmes you will take part in a Cambridge Virtual Debate where you can discuss and vote to gauge opinion. Interact with guest speakers, ask questions and make use of tools available only in a virtual environment. You will engage with faculty and collaborate with peers in break-out groups, or in group exercises and role-play.

**Duration:** The programmes duration varies from 4 to 6 half days.



### General Management Certificate of Achievement (GMCA)

This programme counts towards the Cambridge Judge Business School General Management Certificate of Achievement.

On completing the GMCA you will be eligible to become an associate member of Cambridge Judge Business School's global network of graduates and business-focused University of Cambridge alumni, faculty and staff.

### The CPD Certification Service

This programme is certified by the CPD Certification Service. It may be applicable to individuals who are members of, or are associated with, UK-based professional bodies.



## Programme overview

The first part of the programme will explore the foundations of innovation and discover how disruptive business models are valuable corporate assets. You will leave inspired to apply disruptive innovation strategies and start to create a plan for how you want to tackle innovation in your organisation.

The second part of the programme focuses on how to operationalise innovation and how to select innovation projects. You will leave the programme with the tools and techniques for managing innovation and a greater awareness of how to best organise innovation in your firm.



## Programme key themes

- Gain the tools and techniques of managing innovation
- Learn to apply innovation in your organisations to enhance performance
- Identify process from innovation to create competitive advantage
- Understand the factors required to support creativity and innovation
- Understand the innovation implementation process and how best to organise innovation.



You will learn about and discuss important questions such as:

- Where do innovative ideas come from?
- What are the barriers to innovation in an organisation?
- How do you draw upon your customers for new insights?
- How do you come up with disruptive innovations or innovations in your business model?

## Featured case studies

Throughout the programme, you will draw upon a range of different case studies, where you will look at real-life organisations facing different challenges with regards to operationalising innovation at scale. Some example are listed below.

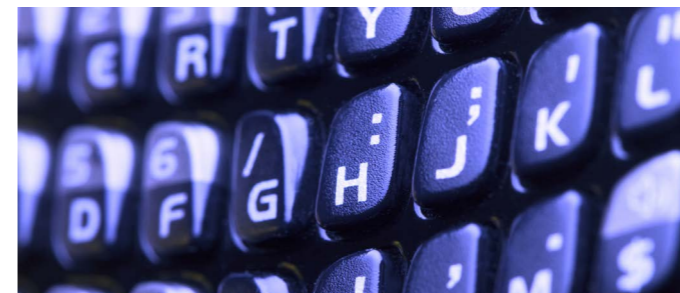


*"How to innovate; first, invent the iPhone.*

*I often read case studies that start with unhelpful and impractical suggestions as to how to break new ground and disrupt industries. Equally, for every brilliant innovation that flourishes and becomes iconic, there are dozens of "what-might-have-beens" that could have/should have made it. In practice, successful innovation is a combination of factors that align to create a distinctive competitive advantage, that are implemented effectively to create value and reinforced to make that advantage sustainable. That is what we will talk about."*

**PROFESSOR SHAZ ANSARI**

Professor of Strategy and Innovation, Managing Innovation Strategically Co-APD



### Blackberry

Explore the consequences of when organisations do not manage innovation strategically. Discover the downfall of Blackberry, when they created a Blackberry app world with little market share and tried to license software to competing hardware producers.



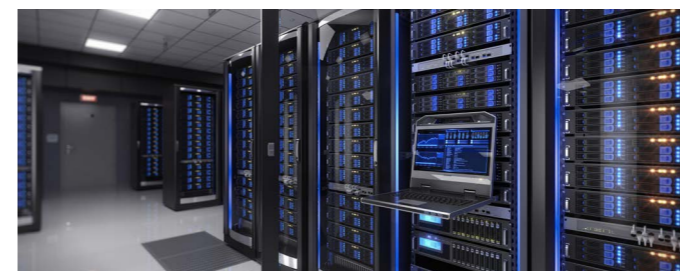
### LMarks

Learn about global innovation at LMarks and the value of defining what innovation means for your company. In the programme, you will analyse a case study where LMarks works with a highly distributed global conglomerate based in Asia to design a custom intrapreneurship programme.



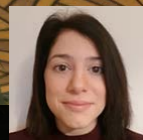
### Who should attend

- Leaders interested in creating an innovative organisation
- R&D executives
- Marketing managers involved in innovation
- Strategy managers looking for new business models
- Anyone wanting to learn about new product/service development.



### IBM

Discover how IBM re-invented its core values to take a bottom up approach to forming an innovative culture.



"I really enjoyed the Managing Innovation Strategically course; many useful take-aways and food for thought! The content was very engaging, the lecturers managed to make the course very interactive even in this virtual environment, and the discussion with the rest of the group was extremely insightful in terms of what other companies and industries out there are doing. Now time to figure out how to apply everything!"

**Stephanie Stylianou,**  
Lead Solution Engineer, Salesforce

## Your learning journey

### Module 1: Why innovation is hard to achieve and customers' role in innovation

The first session on the programme will examine the reasons why organisations have a desire to innovate (for example for growth, due to cost pressures or pressure from competitors) and why innovation is so important for both growth and survival. The session will also look at why innovation can be difficult to achieve in large organisations; due to the stifling of innovative thinking at the process, strategic or technical level. In the second part of the session you will examine the role of your customers in your organisation's success, looking at how you can use your customers and their data to create new products and services; something many organisations currently under-utilise.

**By the end of this module, you will better understand:**

- Identify why organisations are unable to sustain innovation
- Explain how to harness the power of customers to innovate effectively.



"As an innovation professional, I expected some of the content to be redundant. However, the strategic focus of the two days meant the programme has been much more useful than I originally thought. It's provided valuable insights that I will use when advising clients."

**Greg Dickens, Consultant, Innovia Technology**



### Module 2: Disruptive innovation and capturing value from innovation

The next module looks at why growth can be so difficult for so many organisations – is it the fault of the management, are they risk-averse, or is it simply a case of new businesses being too unpredictable? You will examine a number of different disruption strategies, from disintermediation to targeting, economies of scale to brokerage and crowdsourcing to leasing. The final part of the session addresses how you can capture value in innovations. You will understand value drivers and will understand the importance of harnessing network effects.

**\*By the end of this module, you will better understand:**

- Apply disruptive innovation strategies to turn competitor strengths into weaknesses
- Analyse how to capture value from innovations through network effects.

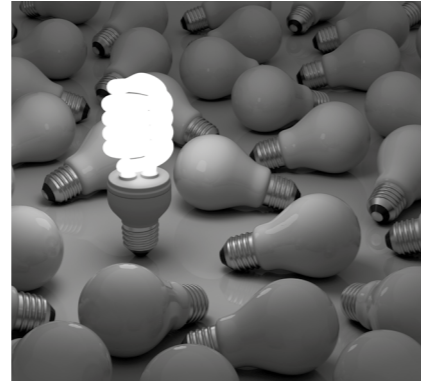
*\*There will also be an additional exercise to prepare between modules 2 and 3 of the programme, where you will be required to set innovation objectives for your own organisation, to be discussed in class during module 3*

### Module 3: How to think about innovation and the innovation process

In this session, you will discuss the myths surrounding innovation: is it really all about radical new discoveries, new products and (high) tech? You will also look at the process of innovation, and will get to grips with a framework for managing innovation. The session will explore how innovation is a 'portfolio of processes', each requiring different management approaches.

By the end of this module, you will better understand:

- Recognise the importance of operationally defining innovation at your organisation
- Select the management style and process for managing an innovation project.



*"Any competitive advantage or leverage is critical in today's global work place. The Managing Innovation Strategically programme brilliantly highlights how to manage innovative development projects and how to identify complementary assets to capture value. The programme provided some terrific tools for Knight Frank LLP to maintain our marketing leading position."*

**Julian Evans, Head of Healthcare, Hotels & Leisure, Knight Frank**



### Module 4: Fostering a creative organisation and operationalising innovative business models

The final session on the programme addresses the challenges associated with being creative, and explores how a more creative organisational culture can be enabled through individuals' creative traits, organisational structures and processes to systematise ideation. You will look at how you can effectively manage the ideation 'chain' and you will examine the barriers to the travel of ideas in networks such as having an insular organisational culture, fear, poor networks and competition, as well as the solutions to break these barriers down. The session also explores how innovation transforms industry economics through business models that exhibit six key features: personalisation, usage based pricing, circular economy, shared assets, a collaborative ecosystem and agile organisational structures.

By the end of this module, you will better understand:

- Evaluate the components of successful ideation to foster a more creative organisation
- Identify how to operationalise innovative business models.



## Assignments & Tools

Throughout the programme you will work through a series of assignments with your peers to reflect on and adapt your current approach to innovation. Highlighted below are some of the practical tools and exercises you can cascade to your team post-programme.



### Disruption Strategies

Analyse 13 disruptive strategies from disintermediation to targeting, economies of scale to brokerage and crowdsourcing to leasing. In groups, you will deep dive into one strategy and evaluate how the strategy could disrupt three industries.



### Six Degrees of Innovation

Apply a framework to assess your organisations transformational potential, focusing on the aspects of personalisation, usage based pricing, circular economy, shared assets, a collaborative ecosystem and agile organisational structures.



### A Framework For Managing Innovation

Reflect on how your business strategy aligns to your innovation sourcing and selection processes.



### Disruptive Business Models

Explore four major digital business models, looking at examples of Omnichannel businesses, suppliers, ecosystem drivers and modular producers.



*"I thoroughly enjoyed my participation in the Managing Innovation Strategically programme, and I came away with some vital new lessons that I will be applying to my personal work as well as to my day-to-day life. I was particularly excited by the exercise in which we had to choose an ecosystem and come up with ideas of how we would disrupt it. This was a very good follow-up to the "ideation" exercise."*

**Adebola Tokunbo Egunjobi, Managing Director, Egunjobi Consultancy**

## Faculty and speakers

Learn from world-leading thinkers, gain new insights and perspectives.



### PROFESSOR STELIOS KAVADIAS

**Margaret Thatcher Professor of Enterprise Studies in Innovation & Growth**

Professor Kavadias serves as an Associate Editor for Management Science's Entrepreneurship and Innovation department, and as the Department Editor for the R&D, New Product Development and Project Management department of Production and Operations Management. 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.

His research focuses on the effectiveness of new product development (NPD) decisions with a particular focus on the decisions that concern: (i) the strategy implementation through the appropriate resource allocation rules and the definition of the "right" portfolio of new projects and products; (ii) the R&D ideation, search and experimentation process both at a firm level and the project team level; (iii) the effects of the organisational design and the associated incentive schemes on the product development outcome. At a broader level, seeking to understand the challenges that arise during the planning and execution phases of the innovation process, always with an operational/managerial perspective.



### PROFESSOR SHAZ ANSARI

**Professor in Strategy & Innovation**

Shaz Ansari is a Professor of Strategy and Innovation at Judge Business School, University of Cambridge, Director of the MPhil ISO program, and Professorial Fellow of St Edmund's College. His research interests include technological and management innovations, platforms, value creation and new market development, social and environmental issues in management, creation of commons, reputation management, institutional change and diffusion of practices. Ansari's areas of expertise in executive education include strategic management, technological and business model innovation, social innovation, and corporate social responsibility. He has contributed to executive education programs in many organizations, including McKinsey, Roche, Airbus, Tencent, Everbright Group, Shell, British Telecom, China Development Bank, Nokia, Laing O'Rourke, Barclays Bank, Stonehage Fleming, UNICEF, ICBC, China Minsheng bank, Essex County Council, KLEC (Kuala Lumpur Education City) and Nigerian Ministry of Education and Development.

## Why Cambridge?

All of our programmes offer the same quality and academic rigour one associates with a Cambridge University education:

### Faculty

- Delivered by Cambridge University Judge's world-class faculty
- Cambridge Judge is a strong research-oriented top-20 global business school with 19 research centres
- ALL programmes are designed and led by an Academic Programme Director who is a member of Cambridge Judge faculty and will deliver substantial portions of that programme.

### Wider University

- Drawing upon the strengths and resources of the wider University of Cambridge and the Cambridge ecosystem
- Where appropriate, Cambridge Judge draws upon the immense resources of the faculties across the University.

### Emphasis on small group learning

- With small groups and classes, we continue the Cambridge Way that emphasises with high levels of interaction with world class Faculty.

### Emphasis on quality outcomes

- Whilst high levels of faculty interaction are core pillars of the Cambridge Way, we also seek to monitor our delivery against the individual needs of participants; where appropriate, we utilise:
  - Psychometric testing both as part of the preparation and debrief on programmes
  - Impact studies that clearly define the outcomes secured through our programmes
- It is no accident that over a little half of our Open Face to Face participants come back to Cambridge Judge at least once, often multiple times
- Similarly, over half of our Custom programmes are with companies with whom we have worked before.

## Contact us

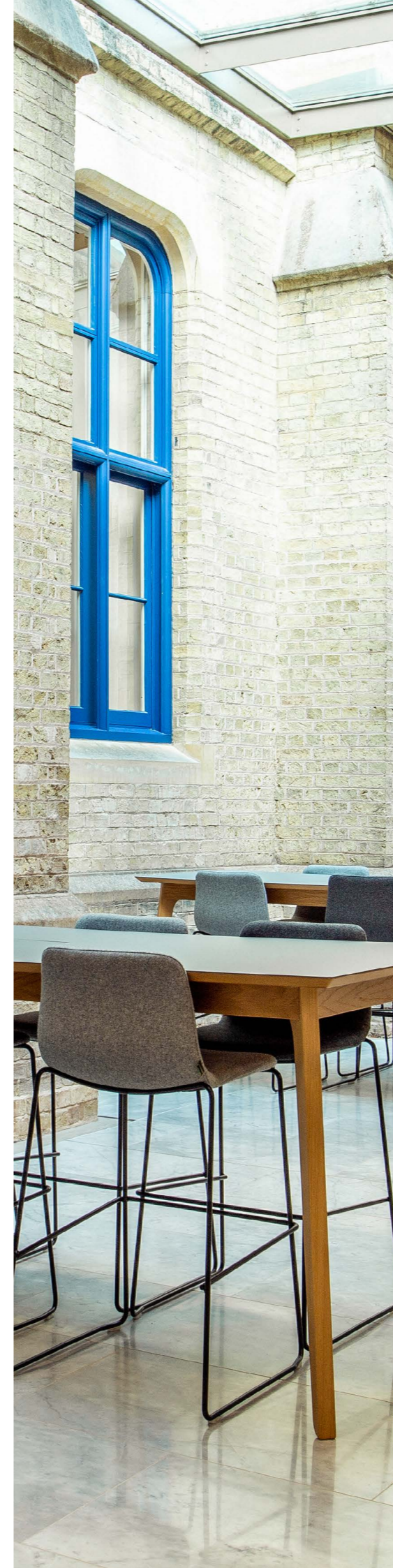
If you have any questions or would like to have a chat about this programme and how it could benefit you or your organisation, please get in touch with the programme advisor:



**Adriana Baciú,**  
**Sales and Business Development Manager**  
**Open Programmes**

Tel: +44 (0)775 9130560

Email: executive.education@jbs.cam.ac.uk



## You may also be interested in:



### Innovation & Technology programme suite

Our suite of innovation programmes is specifically designed to enable innovation capabilities across many different areas of an organisation. Whether this is managing innovation, unleashing innovation and creativity internally, learning how to blend corporate and entrepreneurial innovation, understanding and implementing new business models, or exploring service design and innovation, Cambridge innovation programmes will help participants to elevate innovation to become a core capability within an organisation.



### Certificates of Achievement

Executive education is often about building a new set of capabilities; perhaps to enable a step-up in one's career or enable a career switch. The General Management Certificate of Achievement (GMCA) can be a useful platform to launch you on that next step.

Our Certificates of Achievement can help you in two ways:

You are able to build a truly bespoke package of learning tailored to your needs and objectives; giving you a high level of flexibility yet always with the rigour that one would expect from Cambridge. You will also possess valuable and visible evidence of your new-found skills and a visible demonstration of your commitment to your personal development: a Certificate of Achievement from Cambridge Judge Business School.

In addition, in the case of the GMCA, you will also become an Associate Alumnus of Cambridge Judge Business School upon completion.

### Benefits

- Choose a method of study to meet the demands of your timetable and topic areas that best satisfy your learning requirements
- Access the latest thinking and research from our world-leading faculty
- Network with a diverse group of peers from across the globe, industries and sectors, on our highly interactive programmes
- Receive a digital certificate of attendance from each programme taken, as well as the Certificate of Achievement.

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