

ADVANCED ORGANISATION



Develop & Grow

We help leaders renew the old and create the new by clarifying strategy, driving innovation and delivering change.

DIAGEO



COILLTE

SONY



3M

Masterclass

Ian and Keith have over 50 years of research and hands-on strategic innovation experience with over 50 companies. They conduct executive Masterclasses in Ireland, the EU, US and Asia.



Dr. Ian Kierans

Ian is a strategist, innovator and psychologist. His work has led to new products, services and businesses for multiple sectors. Prior to AO, Ian worked with Accenture and Diamond Technology Partners USA, where he consulted with Fortune 500s to shape digital strategies. Recently, in Silicon Valley he studied how established companies build the capability to continually innovate. An assistant Professor at Trinity and Mannheim Business Schools, Ian teaches executives how to design and test innovative business models with customers, partners and backers.



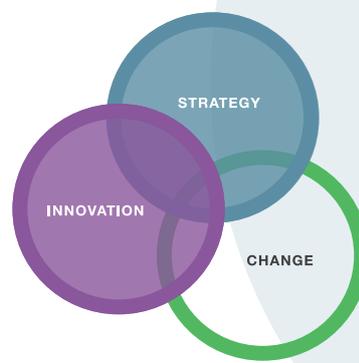
Professor Keith Goffin

Keith explores and creates new markets. His background in engineering and psychology underpin his methods for identifying customers' hidden needs. With clients, he has created innovations for diverse B2B and B2C markets across multiple industries. After a successful career in medical electronics, Keith leads research on breakthrough innovation. He is widely published, including the book Innovation Management which is used in over 100 universities. Keith is Professor of Innovation at Stockholm School of Economics and at Cranfield University.

Details

Open: Limited to 10 non-competing companies. In advance we capture your growth challenges to shape final content. June 7th 9-5 @ Marker Hotel Dublin 2. Cost €675 for one, €575 per additional person. [Book here.](#)

Closed: For bespoke to your company contact ian@advancedorganisation.com or +353 1 66 88 684.



Want Growth?

Large or small, established or start-up, most companies want more growth. Many CEOs call for innovation because it holds the promise of growth. It also causes some managers to roll their eyes and others, often given the challenge, frustration.

Innovation has come to represent everything and nothing at the same time. Around the world executives ask us: should we 'disrupt our business', 'open a lab', 'think like designers', 'work with start-ups' or 'hold a hackathon'?

While busy executives appreciate succinct answers, we invariably respond 'it depends'. Then discuss five areas covered in this Masterclass that resolve the innovation riddle and lead to concrete growth actions:

Disrupt or Defend?

Under threat of disruption, plan to ride the latest wave or defend via straight-line innovation? Context is critical; it's also noisy with loud, mixed and weak signals. The skill is knowing how to tune your attention to the opportunities and threats that will make the most difference.

Doubling Something?

Strategies often aim to double something between the top and bottom line. A closer inspection often reveals a dearth of viable growth projects. Companies avoid game changing innovation because they are uncomfortable investing in the unknown. Whatever the aim, the innovation portfolio, capability and decision-making must be aligned.

Powerful Customer Insights

Ideas are plentiful. Unique customer insights are both rare and powerful. Traditional research methods (e.g. surveys) only scratch the surface, confirming what you know and prompting incremental value that is easily copied. New methods that surface deep, hidden customer needs create powerful propositions for current or new B2C/B2B markets.

It's the Business Model!

The business model is the most potent, yet underused, locus of innovation. Moreover every successful product, service or process innovation must fit within a coherent business model. The customer may decide if you create value; the business model determines if you can capture your fair share of it.

The Other Side of Innovation

Start-ups have to win out the customer; established players also have to win inside. Knowing that we have to think differently is easier than acting differently. Organisations are designed for business as usual, not innovation. Yet, those that develop the culture to exploit and explore have the means to sustain competitive advantage.

Make sense of innovation in order to grow your business.