



# INNOVATION MASTERCLASS

Make sense of innovation in order to grow your business

## Business Growth?

Large or small, established or start-up, most companies want to achieve more growth. Many CEOs call for innovation because it holds the promise of growth. However, achieving growth through innovation is challenging because it takes significant time to accomplish and often gives rise to frustration.

'Innovation' has come to represent everything and nothing at the same time. Around the world executives ask us: Should we disrupt our business?, Digitally transform it?, Open an innovation lab?, Think like designers?, Work with start-ups? There are just too many innovation concepts being publicised and executives are often unable to decide which approach is most appropriate.

This Masterclass will cut through the jargon and hype around innovation, covering only the most important tools and techniques in an integrative way, thus providing executives with clear, pragmatic ways to achieve growth. See over for more details.

**Cost:** €675 for one, €575 per additional person from the same company.

**Open:** Limited to 12 non-competing companies. In advance we capture your growth challenges to shape final content.

**Closed:** For bespoke to your company, contact [ian@advancedorganisation.com](mailto:ian@advancedorganisation.com) or +353 1 66 88 684

May 23rd | 9-5 | Marker Hotel, Dublin 2

Dr. Ian Kierans & Professor Keith Goffin

[BOOK HERE](#)

"At a time when our core beer supply strategy was being implemented, AO's innovation workshops stretched our longer term ambition and near term actions for ensuring sustainable growth"

Paul Armstrong, **European Beer Supply Chain Director** (Former), **Diageo**

"Fresh and authoritative approach to reality of what innovation is and what you need to do to really engage"

Michael Culligan, **CEO, Dublin Business Innovation Centre**

"Tremendous overview on how to balance strategy and innovation to drive a business forward"

John Phillips, **HR Director, Dornan Group**

"Your innovation workshop had a positive profound impact on our management team"

Stuart Heys, **Managing Director, Leyland Trucks**

---

**This masterclass will cover the most important tools and techniques related to these six topics:**

### **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, decision-making and capability must be aligned.

### **Too Many Hammers, Same Nails**

Innovation is notoriously hard. The problem is often hyped, single purpose tools (hammers) in the hands of managers who excel at today's business, trying to hit a home run (e.g. Margin) in their first outing. Success requires processes bespoke to each innovation challenge – knowing which tools to use, when and by whom.

### **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 add 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.



### **MASTERCLASS**

Ian and Keith have over 50 years of research and hands-on experience helping over 50 companies' grow through innovation. They conduct executive Masterclasses in Ireland, the UK, 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 award winning assistant Professor at Trinity College Dublin and Mannheim University, Ian teaches executives the state-of-the-art on business strategy, innovation and change in a practical way.

### **PROFESSOR KEITH GOFFIN**

Keith explores and creates new markets. His background in engineering and psychology underpins 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 now leads research on breakthrough innovation. He is widely published, including the book Innovation Management which is used in over 100 universities worldwide. Keith is Professor of Innovation at Stockholm School of Economics and Emeritus Professor at Cranfield University.