This program is designed to help spark the breakthrough ideas business leaders need to create successful competitive products for the future. Drawing on the latest MIT Sloan research, the program will offer a set of strategies for growing companies in the face of changing markets, technologies, and consumer demand. Specifically, participants will be presented with:

- Tactics for dealing with the internal politics and resistance to change that can threaten innovation initiatives and early-stage developments
- Techniques for building innovation streams
- Processes for collecting competitive intelligence, forecasting technology change, and gathering information on user needs
- Methods for identifying better innovations more quickly, including the lead-user method for discovering breakthrough products, services, and strategies; and innovation toolkits that enable managers to design their own mass-customized products and services

Takeaways
Participants will learn about the steps required to drive strategic innovation in the organization, including how to:

- Get the right mix of people and skills to generate innovative ideas efficiently
- Develop the processes required to support these people
- Build cultures that encourage innovative behaviors
- Decide which ideas are right for investment, and which new business opportunities are worth pursuing

Program Details
"Inspiring program for anyone struggling with disruptive innovation."
—Dr. Robert Bianchini
Senior Director and Scientific Leader
Johnson & Johnson

Participants
This program has been developed for senior corporate and technical executives, including:

- EVPs
- VPs of Marketing, New Product Development, R&D, Human Resources, and New Business Development
- CIOs
- Chief Technologists
- Corporate Strategists and Planners
- Other executives with leadership responsibility

"Very experienced faculty, sharing insights from more than four decades of innovation experience. Very good overview!"
—Silke S.
Past Participant

"Excellent program from experts with years of experience. This program was very well-rounded with content that provided modern day application."
—David K.
Past Participant

http://executive.mit.edu/inn
## Program Faculty

Please note that faculty are subject to change and not all faculty teach in each session of the program.

**Ralph Katz** is a Professor of Innovation and Entrepreneurship Management at Northeastern University’s College of Business. For more than 30 years, Katz has been carrying out extensive management research, education, and consulting on technology-based innovation, with a particular interest in the management and motivation of technical professionals and high-performing groups and project teams.

**Jay Paap** is President of Paap Associates, a management consulting firm assisting major corporations in a broad range of business and technology development efforts, teaches in executive programs sponsored by MIT, is a Fellow of the Strategy and Competitive Intelligence Professionals and a PDMA Certified New Product Development Professional. He also has held faculty positions at MIT Sloan School of Management and Indiana University.

**Eric von Hippel** is a Founder of the Entrepreneurship Program at MIT. He is known for pioneering research that has shown how product lead users are often the developers of successful new products, rather than the manufacturers, as has been commonly assumed. He is the recipient of an honorary doctorate from Ludwig-Maximilians University in Munich, was a fellow at the Canadian Institute for Advanced Research, and served as Sir Walter Scott Distinguished Professor at the University of New South Wales in Australia.

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### Sample Program Schedule

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Day 2</th>
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</thead>
<tbody>
<tr>
<td>7:45 AM–8:30 AM: Registration and Continental Breakfast</td>
<td>7:45 AM–8:30 AM: Continental Breakfast</td>
</tr>
<tr>
<td>8:30 AM–12:30 PM: The Elements of Innovation: Part I</td>
<td>8:30 AM–11:45 AM: Implementation, Part I</td>
</tr>
<tr>
<td>12:30–1:30 PM: Luncheon</td>
<td>11:45 AM–12:45 PM: Luncheon</td>
</tr>
<tr>
<td>1:30 PM–5:00 PM: The Elements of Innovation, Part II and The Elements of Innovation, Part III</td>
<td>12:45 PM–3:30 PM: Implementation, Part II</td>
</tr>
<tr>
<td>5:00 PM–6:00 PM: Reception</td>
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</tbody>
</table>

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"Provided excellent insight into multidimensional concepts such as customer value and disruptive innovation, while it builds on the ability to break barriers and reduce uncertainty in a straightforward, experienced, professional, and fun way."

— Sonia Maher  
Manufacturing Manager  
Cisco Systems

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### Feedback

**Contact Information**

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http://executive.mit.edu/inn