Driving Strategic Innovation: Achieving High Performance Throughout the Value Chain

“Not only a working experience, but a life experience. In terms of content, professors, and classmates, the diversity and richness were extraordinary. I not only learned, I got inspired.”

—Borja Baturone, Managing Director
Altran IMD, Spain

Program Details
How do the most successful innovators generate more than their fair share of smart ideas? How do they unleash the creative talent of their people? How do they move ideas through their organizations and supply chains that are not only creative but fast to market? The answers to these key questions form the core of this program for business leaders and entrepreneurs who are determined to position their companies for future growth.

Offered jointly with IMD, this program will combine marketing, product development, technology assessment, value-chain design, project execution, and talent management in an end-to-end roadmap for achieving breakthrough performance. Using a dynamic and integrative value-chain framework created at MIT, participants will gain the capability to position their organizations for future growth.

Takeaways
Participants will leave this program armed with the knowledge of how to influence corporate culture, alter the way their organization responds to the challenge of innovation, and strengthen relationships with partners along the value chain. This intensive learning experience will deliver long-term value, helping business leaders to:

• Meet technology challenges, from R&D to manufacturing, project management to engineering
• Link technology decisions with business strategy
• Integrate product development, process developments, and value-chain strategy
• Develop organization and supply-chain strategies to position the company for future growth
• Leverage learning and innovation collaboration with customers, lead users, and suppliers, maximizing the value of research
• Understand how technologies and markets evolve and how they are linked
• Outperform the competition by generating breakthrough ideas
• Cope with shorter product life cycles, while delivering greater customer satisfaction
• Optimize sourcing and “make-buy” decisions
• Integrate supply-chain design with concurrent engineering
• Engage talent within the organization and across the value chain

“This was the best class I attended at Sloan. The faculty kept us on our toes, pushed us out of our comfort zones, always engaged us in intense discussions or challenging exercises. Something of an esprit de corps developed due to the continuous interactions built into the curriculum. If you can only take one class, it has to be this one!”

—Armin S.
Past Participant

http://executive.mit.edu/dsi
## Sample Program Schedule

<table>
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<tr>
<th>Day 1</th>
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| • Innovation Dynamics: Making the Jump  
  • Reception/Poster Gallery | • Learning Synthesis  
  • DSI Framework: Clockspeed and Strategic Value Chain Design  
  • Innovation with Lead Users  
  • Creating Innovative Cultures | • Breakfast  
  • Learning Synthesis  
  • Innovation Models and Value Chain Capture: iPhone vs. The World  
  • Networking Lunch  
  • The Consumer Decision Process and the Marketing Funnel  
  • Prototyping Session | • Breakfast  
  • Learning Synthesis  
  • Value Evaluation and The Value Extraction Architecture  
  • Networking Lunch  
  • Leading Innovation  
  • Prototyping Session | • Breakfast  
  • Learning Synthesis  
  • Becoming a Fast-Clockspeed Innovator  
  • Networking Lunch  
  • Building Innovation Partnerships  
  • Prototyping Session  
  • Dinner | • Breakfast  
  • Learning Synthesis  
  • Lessons from Great Project Teams: West Side Story  
  • Participant Conclusions and Closing  
  • Optional Networking Lunch |

### Participants

This program is designed for senior executives and entrepreneurs who have significant input into the technology and innovation strategy of their organizations. Participants should play a key role within their organizations that gives them the ability and perspective to look up and down the value chain to appraise strategic technology options wherever they arise. Business leaders who will take away the greatest value from this program:

- R&D directors
- Other senior executives, and entrepreneurs who are responsible for technology, R&D, and supply-chain strategy, especially where coordinated technology development issues are essential
- CEO/COO/CIO/CTOs
- Senior executives in charge of innovation or new business development
- Teams charged with planning and implementing innovation or value chain strategy

### Faculty

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

- Charles Fine
- Bill Fischer
- Duncan Simester

**"DSI empowered me to manage innovation in a more effective way. It put me in the driver’s seat and gave me the confidence to begin the journey."**

—Dr. Michael Lowik  
Business Unit Manager  
TNO, The Netherlands

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