Beyond Stage-Gate: BOLD INNOVATION FOR REAL BUSINESS GROWTH

Break-Away From the pack. Learn how leading companies are closing their growth gaps.

APRIL 22-23, 2014
JERSEY CITY (convenient to Newark airport and NYC)

Top Management Seminar with:

Professor Robert G. Cooper
Dr. Robert G. Cooper is the originator of the Stage-Gate® product commercialization process. He is one of the world's leading authorities in the field of innovation, technology and new product development.

Doug Berger
Doug Berger is the founder of INNOVATE and an expert on breakaway growth, disruptive thinking and corporate entrepreneurship. He publishes The Innovators ezine, a recognized source on leading-edge innovation and growth.

Do you face these challenges?

• You cannot reach your growth and innovation goals through traditional investments and processes.
• Your growth pipeline lacks exciting new concepts with big potential – it is mostly filled with small, low-value projects which consume your development resources.
• Your organization lacks the right mindset and culture to foster innovative solutions to growth.
• Your project evaluation methods are too financial, and too often you say “no” to innovative and potentially more profitable projects.
• You are leaving revenue and profit on the table by not broadening innovation beyond product development.
• Your traditional stage-and-gate product commercialization process seems slow, cumbersome and unable to deal with today’s fast-paced and competitive world.

This seminar may be right for you!

Consider … What are you doing to drive growth today vs. 5 years ago? Is it enough?

Are you a leader looking for practical ways to bridge the growth gaps in your business?

The seminar is designed for executives and senior managers who are passionate and committed to new growth, business creation, bold innovation and new business models.

You will leave the seminar with a new awareness and a big-picture perspective on implementing real growth and bold innovation. You will have a network of allies at your fingertips to help you advance your aims.
GROWTH PROBLEM - INNOVATION SOLUTION

- **Why leading companies are moving beyond traditional stage-and-gate processes for real growth.**
  Most businesses’ stage-and-gate processes work for traditional projects, but not for more innovative, bold development projects. Find out how leading companies are correcting for weaknesses and moving beyond traditional Stage-Gate.

- **Widely used front-end approaches create mostly sustaining growth ideas. Big, exciting ideas that yield real growth originate from different approaches.**
  Smart companies have bolted a big growth idea generating system onto the front of their innovation system. Learn why and how. Then see leading-edge methods for yielding real growth - including strategic ideation, exploiting disruptions, design thinking, innovation sprints and finding big problem arenas.

- **Traditional financial models emphasize predictability. Learn models to make investment decisions on projects with big potential yet high uncertainty. Learn to balance funding levels with eliminating risk.**
  Traditional financial models such as NPV are not the best tools for making investment decisions on arenas of new growth. But other methods, including Strategic Buckets and Profiling can be used to make these tough decisions. Find out how.

- **Effectively drive your growth concepts to market using systems beyond Stage-Gate – the Triple A Idea-to-Launch (I2L) system and Lean Start-up methodology.**
  Find out from the creator of the Stage-Gate system how a handful of leading firms are re-inventing their idea-to-launch systems using Bob’s new Triple A System: Adaptive, Agile, and Accelerated.

  Lean Start-up methods have brought a new discipline to the world of venture capital and entrepreneurial start-ups. This discipline includes a compelling Customer-Problem-Solution, the business model canvas, hypothesis testing of the highest risks and uncertainties, leading to strategic pivots.

- **Foster a mindset and culture that promotes bold innovation and real growth.**
  Today’s world is fast-paced, uncertain and hyper-competitive. The right mindset and culture for real growth and bold innovation is the number one factor that distinguishes top performing growth businesses, according to Bob and Doug’s extensive research. Learn to clear internal hurdles and see how you and your colleagues can bring about change from within. Understand the importance of creating your company’s growth story and the role of a Growth Board.

THE SEMINAR LEADERS

**Dr. Robert G. Cooper** is one of the most influential innovation thought leaders in the business world today. He pioneered the original research that led to many groundbreaking discoveries including the Stage-Gate® Idea-to-Launch process. Most companies in North America, Europe, and Asia have incorporated his methods. He has published more than 120 academic articles and seven books, including the best-selling ‘Winning at New Products’.

Bob is President of the Product Development Institute Inc., ISBM Distinguished Research Fellow at Pennsylvania State University, Smeal College of Business Administration, USA, and Professor Emeritus, DeGroote School of Business, McMaster University, Hamilton, Ontario, Canada.

He has personally advised global clients including: 3M, BASF, BSH Carlsberg, Caterpillar, D. Swarovski, DuPont, Exxon Chemicals, Henkel, Hewlett Packard, Kraft Foods, Manner, Microsoft, Lego, Voith Paper, Pfizer, Procter & Gamble, Siemens, VISA, and many others.

**Doug Berger** is an expert in breakaway growth, disruptive thinking, and lean start-up entrepreneurship. He is founder of INNOVATE consultancy, advising executives and their global organizations. His clients are often in the midst of fundamental industry disruption. Doug is active in the venture and start-up community.

Doug conducts research on leading innovation practices and publishes The Innovators ezine, a highly reputed source of leading edge innovation from both academicians and industry leaders. He is author of The One Hour Breakthrough: Translating Aspirations into Action, based upon introducing thousands of people to the art and discipline of breakthrough accomplishment.

Companies in diverse industries around the world have adopted Doug’s methods including, Johnson & Johnson, The Walt Disney Company, DuPont, Weyerhaeuser, Medtronic, AT&T and Anglo-American Mining.

THE SEMINAR

A compelling two days designed to equip senior leaders with wisdom and practical pathways to effect growth and innovation. This seminar draws from the wealth of Cooper’s and Berger’s experience working with and researching the world’s leading organizations.

- Interactive lecture & discussion sessions with lots of Q&A opportunities
- Numerous case studies, illustrations, and practical examples from top companies
- Templates, guidelines and checklists

THE PARTICIPANTS

The seminar is ideal for executives and senior managers responsible for maximizing returns on their innovation efforts in the fields of Innovation, Business Creation, R&D, and New Business Models.
Tuesday, April 22

8.00  Coffee, register
8.30  Introductions, Purpose, Agenda

8:45  The Challenge of REAL GROWTH
- Why bold innovation is the only sustainable route to real growth
- The good, the bad and the ugly – innovation results and trends in industry
- Types of bold innovation – products, services, business models, systems
- The BIG Challenges
- So, what's stopping us?

9:30  Self-Assessment – How Do You Rate?
- Self-assessment: Where has your growth been coming from? Where will your future growth come from?
- Where are we leaving growth on the table for someone else to capitalize on? What's stopping us from getting there first?
- Small group discussion

9:45  Networking Break

10.00  The Growth Compass – The Four Major Pathways You Must Get Right
- An innovation strategy for real growth – ensuring the right resources are in place
- Governance, leadership and culture – the right mindset
- Big ideas to feed the growth funnel
- Venture Incubation – leading edge processes and methods

10:30  Your Innovation Strategy and Ensuring the Right Resources are in Place
- A strategy for bold innovation – focus on high-value strategic arenas
- Select your strategic arenas – your innovation engines of growth
- Use ‘strategic buckets’ to properly resource bold projects

12:00  Lunch

1:00  Closing Your Growth Gap
- Rough out a game plan for real growth and bold innovation
- Strategy, methods and resources
- Early stage ‘investors’ and governance
- Small group discussion

1:30  How Do You Get those Big Growth Ideas?
- Find big problems with outsize growth potential
- Disruptive thinking – Design Thinking
- Peripheral visioning
- Exploiting disruptive technologies
- Strategic ideation
- Innovation Sprints
- Lead user analysis

3:30  Networking Break

3:45  The Right Governance to Lead Real Growth & Innovation
- The key role of senior management – executives have the best of intentions yet often get it wrong
- Leaders must lead – what this means in practice
- The Growth Board as a learning pathway

5:15  Wrap Up of Day 1

6:00  Creative Cooking Evening at The Culinary Conference Center
(continued)
6:00 – 9:00  Creative Cooking Evening at The Culinary Conference Center

Kick off our evening with a beer and wine reception at The Culinary Conference Center. Then participate as together we prepare our own gourmet meal under the guiding eyes, hands and palette of the resident chef. Dietary restrictions will be accommodated. Clean up and dish washing not included.

Plan for a memorable evening of fun and fellowship and fabulous food!
(You can opt out in your registration but who would want to?)

Wednesday, April 23

7:45  Early start coffee and breakfast

8:15  Thoughts That Have Been Percolating Overnight

8:30  The Venture Incubator Part I: Driving Bold Ideas to Market

• Beyond your traditional stage-and-gate process – why it won’t work here!
• Bob’s new Triple A System: Adaptive, Agile, Accelerated

10:00  Networking Break

10:15  The Venture Incubator Part II: Lessons from Lean Start-ups

• Transform fragile ideas into early-stage business ventures
• Adapt Lean Start-up methods
• De-risk bold innovation projects

11:45  Early Lunch

12:45  Creating a Growth Portfolio – Making the Right Investment Decisions

• Why NPV doesn’t work here. How widely used financial models will kill your best projects
• The right financial methods and models to fund bold projects
• Effective tools to help you make these vital investment decisions

2:15  Recap the Growth Compass

2:30  Final Interactive Exercise: Next Steps

• How will I act on what I have learned to engage senior management and the organization in bold innovation for real growth?
• Participant Meet-Up – idea swapping
• A few courageous folks share their action plans

3:30  End of Workshop - **Beginning of Bold Innovation for Real Growth**

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**Integrate and Internalize a Model for REAL Growth and BOLD Innovation**

We have designed these two days to be an intensive immersion in new perspectives and methods for putting your business on a new growth trajectory. To give you every opportunity to leave this seminar with learnings that you are ready and able to put into action we have deliberately integrated a series of interactive exercises.

Through these exercises you will:

1. bring to life the entire Growth Compass
2. capture your key ‘sticky points for action’
3. get viewpoints from other senior managers
4. bridge seminar content into practical next steps
5. take away a comprehensive picture and model for bold innovation and real business growth
TOP RATED SEMINAR – LASTING IMPACT

Bob Cooper is an academic with a ‘hard hat’ – his concepts are thoroughly research-based and yet his experience is practical and implementation focused.

Scott R. Foust, SVP First Data Corporation

It has been a long time since I’ve walked away from a course with so much useful information and a list of must do’s.

Chuck Williams, Technical Director, Avery Dennison

I just wanted to let you know that the seminar was outstanding. Your delivery, anecdotes and knowledge of the subject made this a very valuable event.

Robert Bledsoe Marketing Research Manager, Case New Holland

My appreciation for the results you helped us deliver in capturing new growth in several business lines and in the professional development of our staff.

Stanley Cheung, Executive VP, The Walt Disney Company – Greater China

Doug helped us create an organizational platform for entrepreneurial thinking and creating new growth possibilities.

Neal Matheson, CTO, Johnson & Johnson Consumer Companies

DATE

April 22 – 23, 2014

PRICE

$2,250 (10% discounts for groups of 2 or more)

The price includes the seminar and documentation binder. Meals include continental breakfast, lunch and break refreshments.

Price also includes the Creative Cooking Evening at The Culinary Conference Center.

VENUE

The Culinary Conference Center
161 Newkirk Street
Jersey City, NJ

(20 minutes from the Newark airport and NYC)

ACCOMMODATIONS

Hotel recommendations will be provided upon registration.

ORGANIZER

INNOVATE LLC.

Experts in breakaway growth, disruptive thinking and corporate entrepreneurship.

Advising executives and their organizations in:
• Finding the right business arenas for generating big, exciting product, service and business growth ideas.
• Breakaway Growth above the trend line through the application of the Innovation Compass, a comprehensive system for breakaway growth and bold innovation.
• Corporate entrepreneurship and applying Lean Start-up methods.
• Enterprise-wide innovation to achieve step-changes in business performance.

REGISTRATION

Please contact Jaymie at INNOVATE consulting in New Jersey

Phone: +1-732-564-9145 (UTC-5)
Email: jaymie@innovate1st.com

You will receive confirmation and accommodation recommendations upon registration. The number of participants is limited. In case of a sold out seminar we will immediately inform you and arrange priority registration for our next seminar.

A 10% administration fee will be charged for cancellations until March 20, 2014. No cancellation refunds will be issued after March 20, 2014. Of course, you are welcome to send a colleague in your place.