

Dates

November 7 - 12, 2010

Application Deadline

September 13, 2010

Tuition

\$12,000 USD

Price subject to change

Tuition includes accommodations, meals, and materials.

CUSTOMER-FOCUSED INNOVATION

The processes organizations use to pursue innovation can actually erode their capability to innovate. Systems built on stages and reviews simply bureaucratize the process and deflect attention from the user experience. Then, by limiting responsibility for innovation to a specific department, these organizations actually underutilize the creative capabilities of other employees. Instead, companies must build a culture of innovation that harnesses the creativity of their customers, users, and employees.

This program will provide senior executives with the strategies and insights to exceed customer expectations in pioneering ways.

KEY TAKEAWAYS

- Strategies to reduce bureaucratic processes and create an ambidextrous culture to support innovation
- Knowledge and skills to observe and understand the needs of users and customers, develop fast experiments and prototypes with users, and develop prediction markets
- Deeper understanding of brand personality and why good brands go bad

CONTENT OVERVIEW

Customer-Focused Innovation takes a hands-on approach to eliminating the red tape that impedes innovation. Participants learn strategic frameworks to better understand customer experiences, develop deeper customer insights, and diffuse customer learning throughout the organization. Additionally, the program provides cutting-edge insights on the sources of customer satisfaction and brand personality. Participants discuss strategies for reducing the knowing-doing gap and building a customer-centric culture. Leveraging resources from the Stanford Graduate School of Business and the Hasso Plattner Institute of Design, the program exposes participants to the latest research on customer-focused innovation. The program also features real-world field exercises that involve developing innovations to enhance user experiences in the B2C and B2B domains.

HIGHLIGHTED SESSIONS

Innovating Around User Experience

Participants engage in a series of hands-on group exercises observing customer service encounters, such as visiting the emergency room, shopping at the grocery store, or buying a cell phone, and brainstorm solutions to improve the customer service experience.

Rapid Prototyping

Participants learn about the logic and methods of rapid prototyping and develop quick solutions to customer service problems that can be easily tested and refined.

Systematic Understanding of Customer Preferences

Using conjoint analysis, participants identify benefit segments useful for identifying a new product line rather than a single new product.

The Knowing-Doing Gap

This session confronts the paradox of organizations that know what to do but frequently fail to do it. Participants learn how to diagnose major barriers and outline a new approach to changing behavior.

WHO SHOULD ATTEND

This program is designed for senior executives across a wide array of industries including medical, pharmaceutical, technology, consumer electronics, financial services, packaged goods, and entertainment. Attendees may include those responsible for research and development, product design and development, new business development, marketing, brand management, and those charged with planning and implementing innovation programs.

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SAMPLE DAILY SCHEDULE

① Breakfast

Full breakfast at Schwab Residential Center

② Morning Session I

Innovation: How Structure and Process Inhibit Innovation Around User Experience

③ Morning Session II

How Much Does the Market Value Improvement in a Product Attribute?

④ Morning Session III

The Ambidextrous Organization

⑤ Lunch

Buffet lunch with optional patio dining

⑥ Afternoon Session

How to Observe Users and Customers

⑦ Late Afternoon

Site visit to observe customers

⑧ Dinner

Cocktail reception followed by a served dinner

⑨ Evening

Debrief on customer observation at site visit

“ I thought the program was fantastic because it brought together a diverse set of people from a variety of industries. The presentations by the Business School professors were incredibly insightful and applicable in real-life product development scenarios, and the partnership with the Design School drove home the need for having empathy for the user and building products that have compelling designs. I was particularly delighted by how the program brought about awareness in all of the participants that the structure provided by business strategy and the atelier spirit of design can be gelled together to form the perfect melting pot for innovation. ”

* DEEPAK MENON / USER EXPERIENCE DESIGNER / GOOGLE

FACULTY DIRECTORS



Hayagreeva Rao, the Atholl McBean Professor of Organizational Behavior and Human Resources at the Stanford Graduate School of Business, is an expert in social and cultural causes of organizational change. His recent work investigates the role of social movements as motors of organizational change in professional and organizational fields. Professor Rao is the Morgan Stanley Director of the Center for Leadership Development and Research.



Robert Sutton is Professor of Management Science and Engineering at the Stanford School of Engineering, where he is a cofounder of the Hasso Plattner Institute of Design. He is also Professor of Organizational Behavior (by courtesy) at the Stanford Graduate School of Business. Professor Sutton studies the links between managerial knowledge and organizational action, innovation, and organizational performance, and has authored and coauthored many best-selling books, including *Hard Facts*, *Dangerous Half-Truths*, and *Total Nonsense: Profiting from Evidence-Based Management* (Harvard Business School Press, 2006).

OTHER STANFORD BUSINESS SCHOOL FACULTY

Robert A. Burgelman

Edmund W. Littlefield Professor of Management

Jeffrey Pfeffer

Thomas D. Dee II Professor of Organizational Behavior

V. Seenu Srinivasan

Adams Distinguished Professor of Management

