

NEW PROGRAM

INNOVATION IN ACTION

Master innovation through
real-world application

*Reinventing the Customer and Fan
Experience in Sports & Entertainment*

Powered by IOC and UEFA



International
Olympic
Committee



IMD / Real learning
Real impact



OVERVIEW

Gain a comprehensive toolbox for innovation breakthroughs and build your entrepreneurial skills

What is the common thread between Yamaha, Apple, Alibaba, Microsoft, Uber and Amazon? These companies are all clear leaders in their industries, and all embrace innovation and entrepreneurial thinking as part of their overall business strategy.

To survive and maintain a competitive edge, companies must continuously innovate and re-invent themselves. However, innovation in theory is one thing but applying it in practice to real-world business problems is quite another.

IMD has partnered with the International Olympic Committee (IOC) and the Union of European Football Associations (UEFA) to bring you the Innovation In Action program. You will put innovation and your entrepreneurial thinking into practice with a real-world innovation challenge, bolster your leadership skills and apply what you have learned to your own business with a concrete action plan.

TOP3

WORLDWIDE
EXECUTIVE EDUCATION
10 YEARS IN A ROW

2012–2022

Financial Times

BENEFITS

The program explores innovation, entrepreneurship, and leadership to equip you with all you need to lead innovation in your organization.

Uncover the secrets of innovation

- Get hands-on training in ideation, design-thinking and prototyping techniques to develop and iterate your innovative mindset
- Turn promising ideas into tangible business opportunities for your company
- Learn to engage people in your vision with powerful rhetorical and storytelling techniques

Learn the skills of successful entrepreneurs

- Use available resources and combine them in new and interesting ways
- Take small calculated risks to explore multiple ideas in parallel
- Engage the ecosystem to build-up your understanding and co-create solutions
- Learn to deal with failure and iterate your thinking by making sense of experiments that don't work

Reflect on and improve your own leadership style and effectiveness

- Bolster your leadership to lead innovation in your organization
- Discover the mechanics and secrets of high-performance teams
- Learn to avoid factors that can derail or slow down your efforts to innovate
- Flesh out key learnings and identify relevant applications to your own work context with a concrete action plan



PROGRAM JOURNEY

Create your own innovation Parkour

This program makes use of the Parkour methodology, a perspective that emphasizes the non-linear context of innovation journeys. With this approach, you will be able to select, in certain parts of the program, the most appropriate activities relevant to your project and get the support you need when you need it.





PROGRAM JOURNEY

Innovation skills are best acquired through concrete hands-on experience

During the program, partnering with the IOC and UEFA, you will practice innovation and hone your entrepreneurship skills through an immersive experience at IMD campus as well as 2 days at IOC and UEFA Headquarters in Lausanne. You will get the chance to meet and get inspired by renowned keynote speakers from the entertainment industry and top level professional athletes.

Throughout the program you will be working on a concrete, real-world challenge and explore innovative ways to rethink customer journey's during and after major sporting events.

PROGRAM JOURNEY

Expand your thinking

To come up with radically new ways to tackle problems or aspirations, you will need to learn to see the world with fresh eyes.

All of us can develop new ideas and insights if we have strategies to challenge default assumptions, and, if we notice the little curiosities that other people miss.

This program will leverage insights from IMD faculty's latest research to provoke this shift in perspective and help you step back from everyday routines and habitual behaviors.

MODULE 2

Design. Learn, apply and reflect

- Explore innovation best practices
- Flex your leadership skills
- Discover innovation ParKour
- Dive into a real-world innovation challenge
- Pitch your innovative ideas
- Transform innovative ideas into breakthrough solutions
- Develop your action plan

🕒 **3 days** at IMD campus
1 day at start-up incubator
2 days at UEFA and IOC Headquarters
1 evening at the Olympic Museum

MODULE 1

Launch. Immerse yourself

- Discover the program
- Define your learning objectives
- Embrace design thinking and learn key innovation frameworks
- Meet innovation experts
- Introduction to real-world challenge

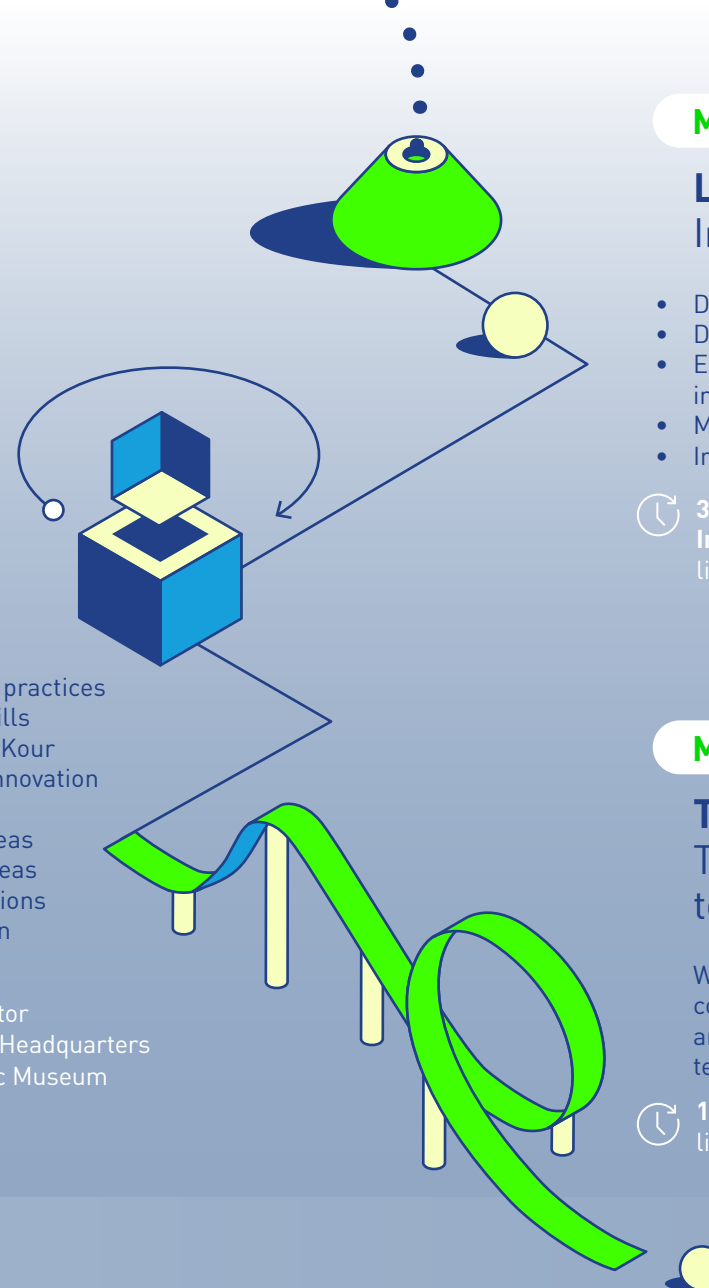
🕒 **3 sessions (4 hours each) over 3 weeks**
Individual coaching (1 hour)
liVe virtual classroom

MODULE 3

Transform. Transfer learning to your own context

Work with IMD coaches to implement your concrete action plan around meaningful areas of change for yourself, for your team, and for your whole organization.

🕒 **1 individual coaching session (1 hour)**
liVe virtual classroom





PARTICIPANTS

Are you trying to grow and sharpen your innovation capabilities as a leader or as a team?

Are you working for an established organization that needs to escape the business as usual and explore disruptive new trajectories and business ideas?

Are you facing deep customer shifts and searching for a toolbox that will let you imagine new experiences and drive change in your industry?

This program is designed for individual entrepreneurs, managers and executives who want to learn the mindset and skills required to steer customer innovations from early concept development to validated breakthrough solutions. It will appeal to people from a wide range of industry sectors, operating both within and beyond the world of sports and entertainment.

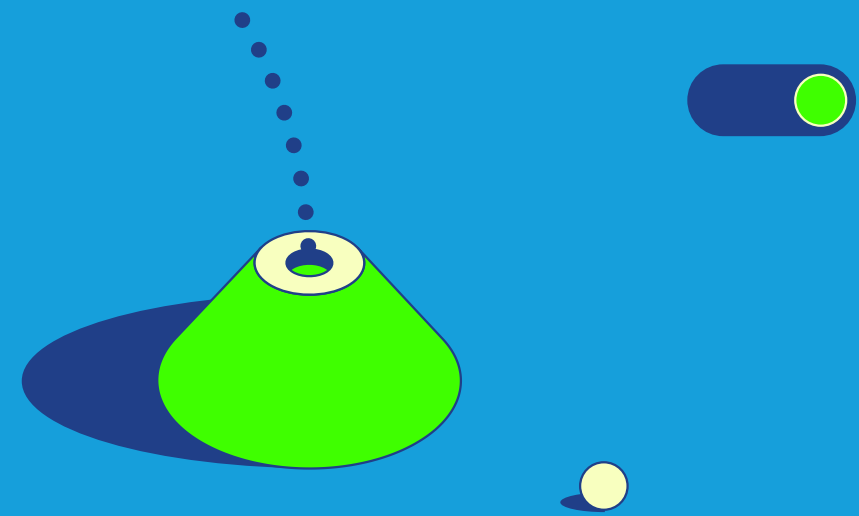
FACULTY

CYRIL BOUQUET
Professor of Strategy
and Innovation



Meet your Program Director

Cyril Bouquet helps organizations reinvent themselves by letting their top executives explore the future they want to create together. His research helps people and organizations learn how to become more radical in their thinking to disrupt the market in positive ways. Cyril has published his work in the most prestigious academic journals and is the co-author of *Alien Thinking: The Unconventional Path to Breakthrough Ideas*.



" Many organizations tell us they want to be fast, agile, and re-invent the value they can bring to business and society, but game-changing offerings are hard to come by. Most executives struggle to define what it means to be truly innovative. And they want tools that will help them keep up with the rapid pace of change occurring in their business environments.

CYRIL BOUQUET Program Director

ABOUT OUR PARTNERS

Innovation is a team sport

The IOC and UEFA have teamed up to bring best-in class experts and industry professionals to look at sporting events from a different angle and be at the forefront of the changes to come in this fascinating industry. We believe that the greatest innovations in sport will come from strategic collaborations. Industry leaders and external players like yourself are essential for the future of sport.



" Our slogan 'change or be changed' reflects the importance we put on innovation, the cornerstone of our vision to make the Olympic Games more inclusive and more experiential. This is reflected in our reform programme, the Olympic Agenda 2020+5.

THOMAS BACH

IOC President and
Olympic Champion, Fencing



" UEFA's success in recent years has been laudable, but now is not the time to stand still. How do we rise to the challenges of the 21st century – on the pitch, off the pitch and in our broader communities? UEFA has put innovation at the core of its strategy; football and sport must adapt and this is why we have created such a programme.

ALEKSANDER ČEFERIN

UEFA President

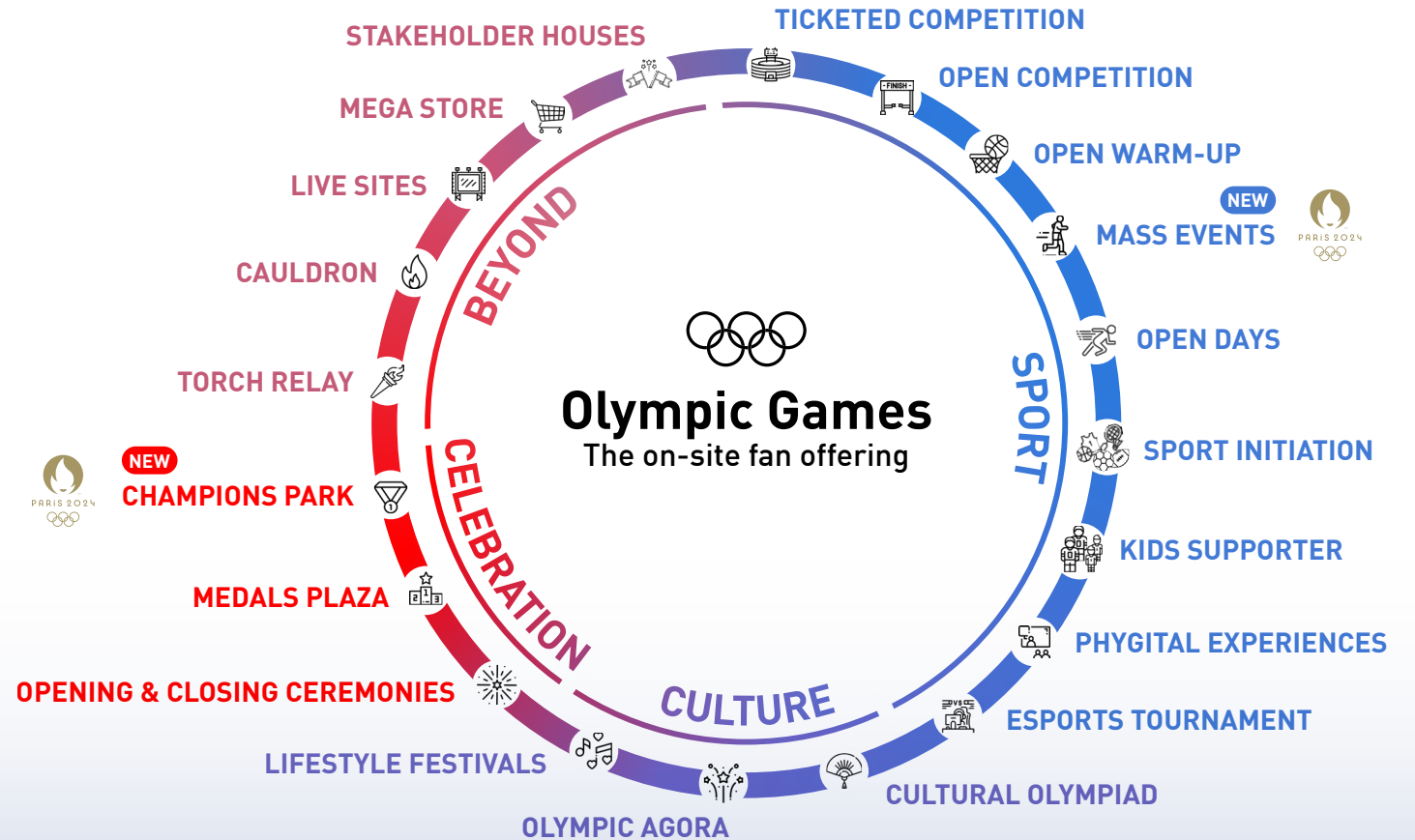
ABOUT OUR PARTNERS



International
Olympic
Committee

From the first photography to analyse athlete movement at the Olympic Games in Paris in 1900 to the introduction of ultra high-definition broadcast at the Olympic Winter Games in PyeongChang in 2018, the Olympic Games have always been a catalyst and showcase for innovation.

In this program, the IOC will explain how it infuses innovation into its daily business, using real-life cases, such as the fan experience model and the newly created Olympic Qualifier Series. You will be immersed in the journey to disrupt the status quo, mobilise the collective, and generate new value.



ABOUT OUR PARTNERS



From UEFA's side this unique program is delivered jointly between the UEFA Innovation Hub and the UEFA Academy units. It aims to equip industry professionals with the right tools and mindset to foster a culture of innovation within football and the wider sports ecosystem.

The UEFA Innovation Hub was set up in 2018 as a response to ever-changing habits and an increasingly demanding football environment. At UEFA, innovation is about more than digital transformations and using the latest technologies. It is also about how we operate with agility in order to remain relevant. Not only does this involve leveraging the technologies and skills of external partners, it relies also on combining this with UEFA's own talent and unconventional ways of working to drive change.



Building on the professional excellence UEFA has developed throughout its history and the learning initiatives created over the last decade, the UEFA Academy seeks to inspire the education of individuals and organizations to continuously elevate the game of football. It provides continuous education through a broad range of different learning initiatives.

[LEARN MORE](#)

JOIN US

Book your seat now

FEE

CHF 8,900

APPLY NOW

FIND OUT DATES [HERE](#)

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Real impact

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