

Innovation in Action

Master innovation through
real-world application

IMD / Real learning
Real impact



International
Olympic
Committee



Consistently top-ranked
in Executive Education

Gain a comprehensive toolbox for innovation breakthroughs

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.

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The world needs leaders who can bring innovation and real change to business and society.



Cyril Bouquet
Program Director
Professor of Strategy and Innovation



Key learnings

Master innovation through real-world application

IMD's Innovation in Action program explores entrepreneurship, leadership, and innovation to equip you with all you need to lead innovation in your organization and drive meaningful change.

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.

Enhance your 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.

Your learning journey

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.

Launch

LiVe virtual
3 x 4-hour sessions over 3 weeks
1-hour individual coaching
Immerse yourself.

Design

In-person, 6 days, including:
Visits to UEFA/FEI/IOC headquarters*
Startup incubator
2 networking dinners
Learn, apply, and reflect.
**Subject to change for each cohort*

Transform

LiVe virtual, 1-hour individual coaching
Transfer learning to your own context.

Module 1

Key topics:

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

Module 2

Key topics:

- 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.

Module 3

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.

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.



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 journeys during and after major sporting events.

A portrait of Cyril Bouquet, a man with a grey beard and mustache, wearing a light pink shirt. He is gesturing with his right hand, palm facing forward, with fingers slightly spread. The background is a soft, out-of-focus grey.

Meet your Program Director

Cyril Bouquet Professor of Strategy and Innovation

Cyril Bouquet specializes in helping organizations and executives to tackle complex challenges through innovation and creativity. An award-winning researcher and teacher, he supports organizations on significant transition journeys as they seek to create change and deliver progress for society.

Challenges he has recently taken on include helping Nestlé to achieve its carbon neutrality objectives, working with O-I Glass to define the company's ambition and advance its sustainability agenda, rethinking the banking experience with UBS and UBP, and re-imagining the future of women's football with UEFA and the International Olympic Committee.

In 2021, he co-authored a book on innovation and creativity *ALIEN Thinking: How to Bring Your Breakthrough Ideas to Life*.

[Read full biography](#) ↗

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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.

You are

An entrepreneur, a manager, or an executive eager to grow innovation capabilities

and acquire the skills to steer customer innovations from early concept development to validated breakthrough solutions.

In the need to escape business as usual

and explore disruptive new trajectories and business ideas for your organization.

Facing deep customer shifts

and searching for a toolbox that will let you imagine new experiences and drive change in your industry.



You will have the opportunity to network with like-minded peers who face the same innovation-related challenges.



Your fellow participants come from a diverse range of industries, including sports and entertainment, as well as other sectors.



Join with your own team of direct reports or peers, so you evolve together and accelerate your collective impact on your organization.

What our participants say

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I came out from Innovation in Action refreshed with new energy and now see innovation from different angles, in ways I have not done before.



Martin Urrutia Islas
Global Head Retail Innovation and Experience
LEGO Group, Denmark

“

I totally recommend this course to anyone who leads a team, not only sport professionals. The diversity of the group and activities bring the athletic mindset together with managerial style. The power of the group is a main takeaway as well as the ability to use the innovation frameworks. Also, being creative and working in a group helped me better understand the value each person brings in forming a great and complex project.



Diana Pirciu Vasile
Head of Education
Federatia Romana de Fotbal, Romania

Innovation is a team sport

IMD, 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.



Thomas Bach
IOC President and
Olympic Champion,
Fencing



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.



Aleksander Čeferin
UEFA President



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 program.



Challenging what is and inspiring what could be, we develop leaders who transform organizations for a more prosperous, sustainable, and inclusive world.

About IMD

The International Institute for Management Development (IMD) has been a pioneering force in developing leaders for over 75 years. Founded by business for business, IMD is a forward-thinking university institute with Swiss roots and global reach. With campuses in Lausanne, Singapore, a Management Development Hub in Shenzhen, and an Innovation Hub in Cape Town, IMD is the trusted learning partner for ambitious individuals and organizations. Our executive education and degree programs are consistently ranked among the world's best by the Financial Times, Bloomberg, Forbes, and others. IMD is home to global innovators and pioneering experts producing award-winning research and learning applications. By bridging management practice with academic expertise, we help leaders solve problems, scale solutions, and drive impactful decisions.



Consistently top-ranked
in Executive Education

Learn more



19,000⁺

executives come to IMD each year from 120+ countries and virtually every industry.

2,000⁺

organizations trust IMD to develop their leadership talent each year.



Most published institution in Harvard Business Review and MIT Sloan Management Review.*

145,000⁺

alumni in over 180 countries form a powerful network of global connections and opportunities.

92%

of participants report significant personal impact from attending an IMD program.**

98%

of participants would recommend IMD to a friend or a colleague.**

*After HBS and MIT authors, 2020-2024.

**Survey of 2024 participants.

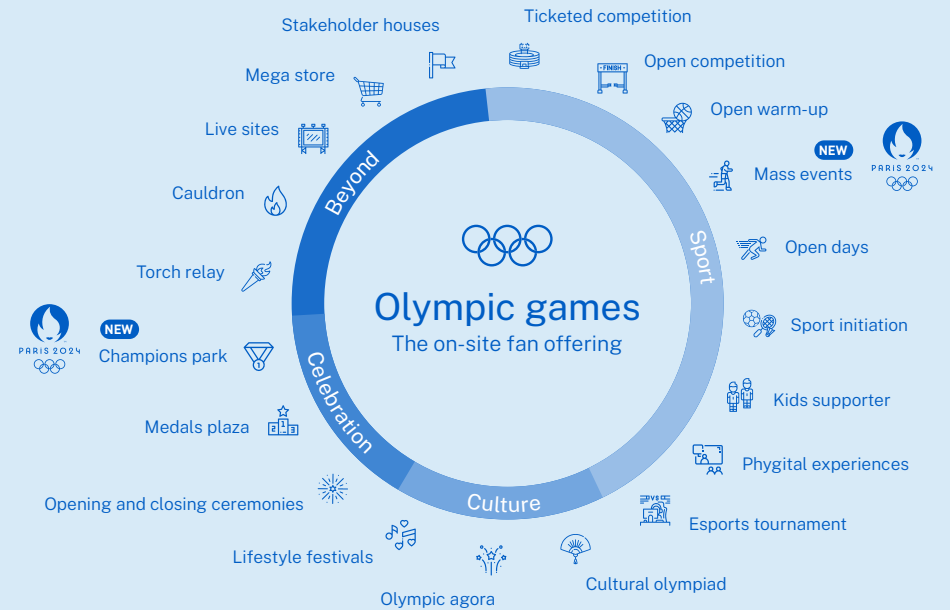


About IOC

From the first photography to analyze 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.

Learn more





About UEFA

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](#)





Fee

CHF 10,900

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Contact

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[Schedule a call](#)

[See program dates ↗](#)