INNOVATION IN ACTION
Master innovation through real-world application
Reinventing the Customer and Fan Experience in Sports & Entertainment

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

<table>
<thead>
<tr>
<th>Uncover the secrets of innovation</th>
<th>Learn the skills of successful entrepreneurs</th>
<th>Reflect on and improve your own leadership style and effectiveness</th>
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<tbody>
<tr>
<td>Get hands-on training in ideation, design-thinking and prototyping techniques to develop and iterate your innovative mindset</td>
<td>Use available resources and combine them in new and interesting ways</td>
<td>Bolster your leadership to lead innovation in your organization</td>
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<td>Turn promising ideas into tangible business opportunities for your company</td>
<td>Take small calculated risks to explore multiple ideas in parallel</td>
<td>Discover the mechanics and secrets of high-performance teams</td>
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<td>Learn to engage people in your vision with powerful rhetorical and storytelling techniques</td>
<td>Engage the ecosystem to build-up your understanding and co-create solutions</td>
<td>Learn to avoid factors that can derail or slow down your efforts to innovate</td>
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<td>Learn to deal with failure and iterate your thinking by making sense of experiments that don’t work</td>
<td>Flesh out key learnings and identify relevant applications to your own work context with a concrete action plan</td>
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**BENEFITS**

- 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
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.
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 increase the appeal and fan engagement with Women’s Football.
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.

PROGRAM JOURNEY

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

6 sessions (2 hours each) over 6 weeks
live virtual classroom

MODULE 1

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

6 sessions (2 hours each) over 6 weeks
live virtual classroom

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

4 days at IMD campus
1 day at UEFA Headquarter
1 day at IOC Headquarter
1 evening at the Olympic Museum

live virtual classroom

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

4 days at IMD campus
1 day at UEFA Headquarter
1 day at IOC Headquarter
1 evening at the Olympic Museum

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.

3 individual coaching sessions (1 hour each) over 6 weeks
live virtual classroom
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.

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?
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 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.
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

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

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.

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ALEKSANDER ČEFERIN   UEFA President
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. Tokyo 2020 is the next stop in that innovation journey.

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. You will be immersed in the journey to disrupt the status quo, mobilise the collective, and generate new value.

ABOUT OUR PARTNERS

International Olympic Committee

TOKYO 2020: THE MOST INNOVATIVE GAMES EVER

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International Olympic Committee
The UEFA Innovation Hub was set up in 2018 as a response to ever-changing habits and an increasingly demanding football environment. In partnership with the UEFA Academy, this program equips industry professionals with the right tools and mindset to foster a culture of innovation within football and the wider sports ecosystem. UEFA is pleased to bring its innovation approach to this program in close cooperation with the IMD and the IOC.

This program is a unique opportunity for you to contribute to UEFA’s innovation agenda, shape the future of women’s football and sport in its broadest sense, and apply the learnings to your own industry.

**Time for Action:** UEFA Women’s Football Strategy 2019–24 was designed to create a step change in football and for women in the game. UEFA is determined to innovate for the good of the whole game and is exploring novel ways to increase the appeal of women’s football and fan engagement through its elite competition.

The UEFA Academy provides continuous education to individuals working in football: [Learn More](https://uefaacademy.com)
Book your seat now

FEES
CHF 8,900

APPLY NOW

DATES
Module 1 “Launch”
Oct 4 to Nov 8
Module 2 “Design”
Nov 15 to Nov 20
Module 3 “Transform”
Nov 22 to Jan 21

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SCHEDULE A CALL

Learn more: www.imd.org/ia