Leading innovation
Accelerating growth

3 day executive development program exploring the best new ideas and practical tools for
Growth + Innovation + Leadership

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Introduction

This is a three-day executive development program for business leaders who want to innovate and grow in a fast-changing world. It will be stretching and challenging, but also applied to your business and highly practical. It will be facilitated by Professor Peter Fisk, a global thought leader in strategy and innovation, author of the bestselling Gamechangers, and advisor to business leaders around the world.

Markets are volatile and uncertain, winners rise and loser fall, competition intensifies and customer have a relentless desire for better. Of course biggest is not always best. Market share is rarely a measure of success today. Growth is typically found in profitable niches, where you can grow further, focused and faster.

The best organisations are exponential – they harness technology, but also new business and market models – physical and digital – to accelerate value creation. Think about how WhatsApp created $19bn value in just three years, Uber $60bn in 4 years, Xiaomi $70bn in 5 years or Alibaba $130bn in 11 years. At the same time, its about ensuring that revenues and profitability follow the valuations.

Finding fast growth means opening your eyes to new opportunities – to the fast growth markets of Asia, Africa and South America, or to the new consumers, such as women, millennials and boomers. It means redefining purpose in a way that is relevant, refocusing strategy on markets, and particular the new profit pools, and innovating business models and customer experiences for growth. It also means ensuring that growth is profitable – it is easy to be big, but to create profits, and sustained value, is much harder.

What are the growth engines of business today?

Markets– finding the best spaces for growth in existing and new markets, for example in new geographies, in niche segments, in adjacent markets, or elsewhere – in the past we assuming that we continue to focus on the same domains, today growth starts with choice of markets.

Customers– redefining your business around what your target customers seek to achieve, rather than what you do, gives you huge space to meet their needs better through more joined-up and relevant solutions – enabling them to achieve more, and you to create and capture more value.

Networks – forget the old thinking about core capabilities where you had to produce and distribution everything, find the best opportunities and ideas, then bring together the right partners to exploit it. Similarly with customers, they trust each other more than brands and distributors. Networks have an exponential effect, on supply and demand.

Business models– rethinking the way your business works, in particular the different revenues and cost streams. Consider alternative business models, such as freemium, subscription or time-based –to generate income, to engage customers in more distinctive ways, and drive more profitable sustainable growth in a dynamic world.

Leadership – in today’s market requires new ideas, and new ways of working. Inspired by the world’s most innovative companies right now, we explore what leaders do to drive innovation and growth – how to create the future in your own vision, to inspire your people and customers. and to ensure that it happens fast and effectively.

Get ready to change your world!
Participant Goals

1. To make sense of a fast-changing business world, and where the best new opportunities lie to create disruption and create new growth for your business

2. To develop a “gamechanger” strategy for your business, based on how you can rethink the definition and ways in which your market works, and shape it to your advantage.

3. To drive more radical innovation in your market by embracing new tools, in particular design thinking, innovation spectrums and new business models.

4. To be a more effective leader in driving this change, in a way that engages customers and employees, and accelerates the delivery of business performance.

Agenda

Day 1: Growth Strategies

0900 – 1100: Fast-changing world
Making sense of fast and connected global and local markets, inspired by the world’s most disruptive businesses right now

- Change drivers, global trends and new opportunities
- Emerging markets, powerful millennials, and new women
- Resolving the paradoxes of a changing world, eg global v local
- Exponential and disruptive thinking – what they really mean
- Thinking bigger, thinking different, 10 times not 10%
- Ideas and networks – using the assets of a connected world
- Case studies include 23andMe and Tesla

1130 - 1330: Gamechanger vision
Shaping your business and your market to your advantage, by exploring how to shake up the market in new and creative ways

- Creating a higher purpose, future vision and better brand
- Being digital and physical, to create reach and richness
- Exploring the future of banking, retail, tech and more
- Applying the best ideas from other places – copy adapt paste
- Changing the who, why, what and how of your business
- Case studies include GE and Syngenta

1430 - 1630: Strategy roadmap
Defining your direction and priorities for growth, and developing a strategy that combines vision with agility

- What is the role of strategy in a fast changing world?
- “Future back” thinking rather than “Now forwards”
- Making the right choices of where and how to compete
- Blue oceans, adjacent markets and emerging trends
- Horizon planning, mapping out the growth roadmap
- Defining the deliverables – short, medium and long-term
• Output from day 1: My strategy roadmap for growth

Day 2: Business Innovation

0900 – 1100: Design thinking
Finding the best new insights to engage customers with more powerful ideas and solutions articulated through value propositions

• What really matters to customers and consumers today
• Asking the right questions, in order to find better answers
• Exploring the deeper and more emotional aspirations
• Understanding your customer’s “job to be done”
• Focusing on the benefits that engage and enable people
• Case studies include Umpqua Bank and Harley Davidson

1130 – 1330: Rethinking business
Driving innovation in every aspect of your business. Exploring new ways to work, new ways to make money

• Exploring 10 different ways to innovate your business
• Starting outside in to design new products and services
• Developing a portfolio of innovations, big and small
• Exploring new ways of working – create and make
• Exploring new ways of working – sell and support
• Case studies include Netflix and Nespresso

1430 – 1630: New business models
Defining the business model to deliver your faster growth, by aligning innovations across your business

• What is a business model?
• 36 different business models to choose from, our create your own
• How business models transform business and markets
• Reflecting on your strategy, and what needs to change
• Developing a new business model for your business
• Aligning the components, to be practical and profitable
• Output from day 2: My business model for growth

Day 3: Winning Leaders

0900 – 1100: Leading change
How to make change and innovation happen effectively

• The 4 roles of leaders in driving innovation and growth
• Change formula to deliver the strategy roadmap
• Making change happen, making the case, making it stick
• Aligning structure, partners and processes to deliver
• Building agility to adapt to change, and pivot if needed
• Case studies include Amazon and Virgin

1130 – 1330: Delivering impact
Delivering innovation in your market and customers worlds
• Engaging customers through active collaboration
• Delivering experiences which enable people to do more
• Working with social influencers to harness networks
• Actively managing the business portfolio and performance
• Delivering revenue, profit and growth as value creation
• Accelerating growth, to achieve exponential impact
• Case studies include Glossier and Rapha

1430 – 1630: Personal leadership
Being a bold, brave and brilliant business leader

• What is great leadership?
• The changing roles of leaders, the 4Cs to deliver faster growth
• Inspiration from Jeff Bezos, Jack Ma and Elon Musk
• My business – how will I drive innovation and growth?
• My team – how will I amplify the potential of my people?
• My self – how will I change in order to change my world?
• Output from day 3: My personal action plan

Program Leader

Peter Fisk helps business leaders make sense of a fast-changing world, to find the best new opportunities for growth, to embrace the best new ideas through insight and creativity, to rethink their entire vision and strategy, business model and customer experience. Being 10% better is just enough to compete in today’s world, to stand still. The real question is how to be 10 times better, to get ahead, to stand out, to be the leader who helps the business create and deliver future success.

Peter works across the world, helping business leaders to develop innovative strategies for business and brands. He is a thinker, advisor and practical entrepreneur. He is Professor of Strategy, Innovation and Marketing at IE Business School, one of the world’s top ranked business schools, whilst also founder and CEO of GeniusWorks, a boutique consulting firm, helping clients across every sector to make sense of fast-changing markets, and find new ways to think, compete and win.

Having trained as a nuclear physicist, Peter moved to managing brands like Concorde at British Airways, helping Microsoft to adopt a value-based marketing model, and Virgin to launch into new markets. As a highly experienced consultant he has worked in every sector and region of the world. As CEO of the world’s largest marketing organisation, the Chartered Institute of Marketing, he became a global authority on what’s best and next in business and markets.

Finding his own space, he founded GeniusWorks, with offices in London and Istanbul. He works with companies big and small, food to fashion, skincare to stock exchanges, high tech to human – and organisations as diverse as Aeroflot and Banyan Tree, Cartier to Coty, Coca Cola and Club Med, Cooperative and Courvoisier, Davidoff and DSM, Eczacibasi and Fat Face, Fosters and GSK, Hershey’s and Mars, M&S and Nestle, Microsoft and O2, Phillips and Philosophy, Red Bull and Savola, Santander and Skanska, Shell and Tata, Telia and Turkcell, Unilever and UAE Government, Virgin and Visa, Vodafone and Yapi Kredi – to think bigger and smarter, develop innovative strategies, bolder brands, and accelerate growth.

Peter’s new book “Gamechangers: Are you ready to change the world?” explores the next generation of business and brands, shaking up markets, innovating and winning in new ways.
Based on 100 global case studies, it explores the challenges of new markets, changing customers, brand building, new business models, real-time marketing, harnessing social media, inspiring leadership and positive impact. It has been nominated for Management Book of the Year 2015.

His other books include “Marketing Genius” explores the left and right-brain challenges of success, and is translated into 35 languages. It was followed by five others – “Business Genius” on leadership and strategy, “Customer Genius” on building a customer-centric business, “People Planet Profit” on sustainable innovation, and “Creative Genius”, the innovation handbook for business leaders, defining what it takes to be Leonardo da Vinci in the 21st Century.

Peter features in the Guru Radar of Thinkers50, and was described by Business Strategy Journal as “one of the best new business thinkers”. His advice is sought after by business leaders around the world, he adds specialist expertise to key projects, combining new ideas with practical action, inspiration and impact. Helping you to find your own space, to be leaders of change – to be bold, brave and brilliant.