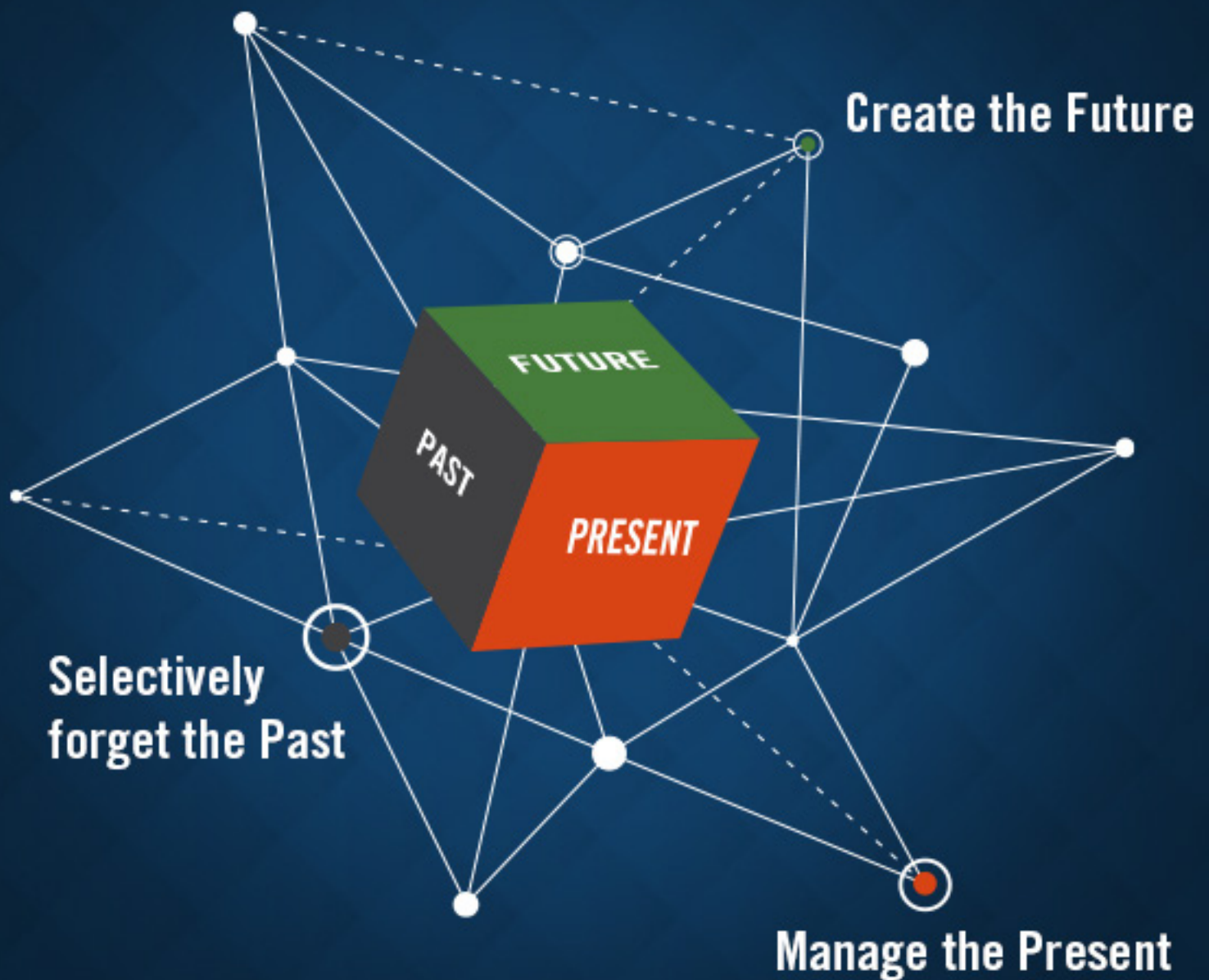




**TUCK  
EXECUTIVE EDUCATION**  
AT DARTMOUTH



# **INNOVATION STRATEGY:**

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## HOW LEADERS CREATE THE FUTURE

No matter their size, today's companies are seeking growth that requires a compelling, cohesive innovation strategy. Yet, many companies struggle to bring their big ideas to life. This is because the real innovation challenge lies beyond just the idea, in the long journey from imagination to business impact.

Many leaders understand that innovation calls for a different set of activities, skills, methods, metrics, and leadership approaches. And it is well understood that creating a new business and optimizing an existing one are two fundamentally different management challenges. The real problem for leaders is doing both, simultaneously.

## THE FRAMEWORK

Strategy and innovation expert Vijay "VG" Govindarajan, the Coxe Distinguished Professor of Management at the Tuck School of Business, expands the leader's toolkit with a simple and proven method for allocating the organization's energy, time, and resources. This framework for innovation is called the Three-Box Solution.

This powerful framework makes leading innovation easier because it gives leaders a simple vocabulary and set of tools for managing and measuring these different sets of behaviors and activities across all levels of the organization. This eight-week program brings to life the concepts from VG's book, *The Three-Box Solution: A Strategy for Leading Innovation*, through live and recorded lectures, application exercises, case studies, and group discussions. The course is designed for corporate teams or individual learners. Teams will accelerate the learning by collaborating on business application projects, while individual learners will work on application projects specific to their unique business context, and then join a team of peers for allow for a diversity of perspective and feedback on their work.

**“Being a strategic leader is about how you create the future while managing the present. There are inherent conflicts and tensions there; that is the central leadership challenge.”**

-Vijay "VG" Govindarajan

# PROFESSOR VIJAY GOVINDARAJAN

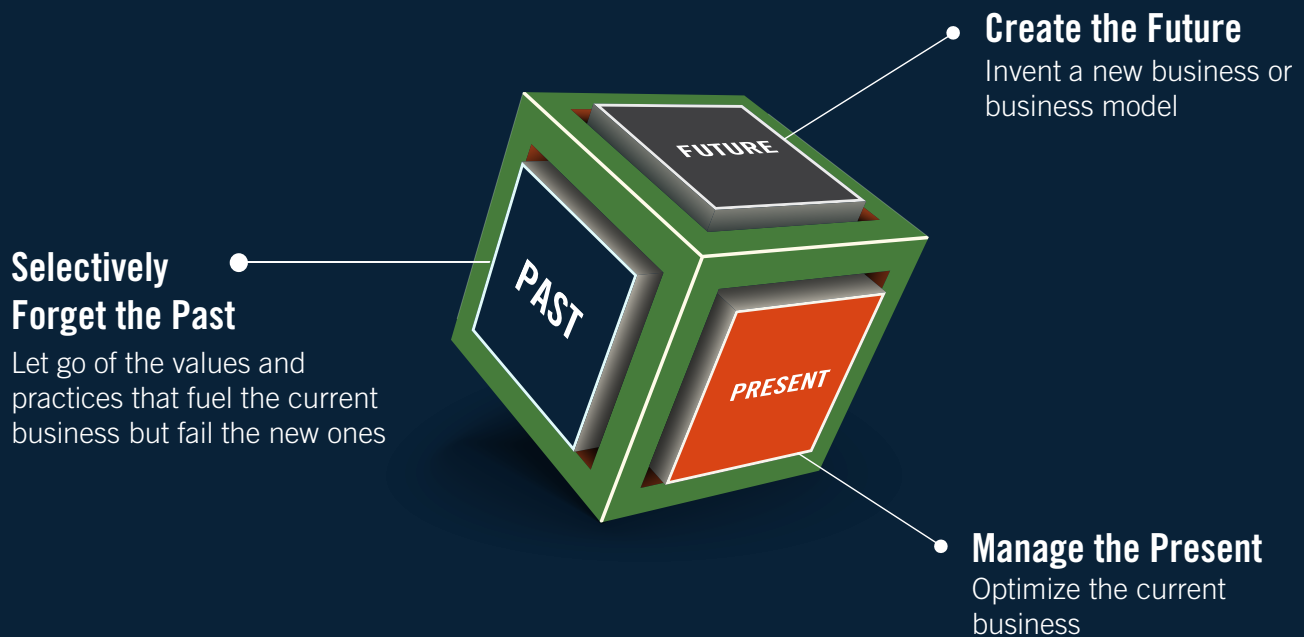
Vijay Govindarajan, known as VG, is widely regarded as one of the world's leading experts on strategy and innovation. VG, a *NYT* and *WSJ* best-selling author, is the Coxe Distinguished Professor at Dartmouth College's Tuck School of Business and the Marvin Bower Fellow at Harvard Business School. VG is a two-time winner of the prestigious McKinsey Award for the Best Article published in *HBR*. Two of his *HBR* articles are all-time Top-50 best-sellers.



## SELECT AWARDS AND HONORS

- ◆ **Thinkers50 Hall of Fame 2019**  
For lifetime contribution to management theory and practice
- ◆ **Thinkers50 Innovation Award 2019**  
For major contribution to the study of innovation
- ◆ **Best Article Award, Strategic Management Society, 2017**  
“Reverse Innovation, Emerging Markets, and Global Strategy”, *Global Strategy Journal*, October 2011.
- ◆ **McKinsey Award for The Best HBR Article, 2015, First Place**  
“Engineering Reverse Innovation”, *Harvard Business Review*, July-Aug 2015
- ◆ **Tuck Overseers' Medal**  
For contributions to teaching and research, June 2015
- ◆ **The Carl S. Sloane Award**  
The Association of Management Consulting Firms (AMCF) February 2015
- ◆ **Great Moment in Management**  
*Harvard Business Review*, November 2012 (by Walter Kiechel). This article identifies *Reverse Innovation* as a Big Idea in Great Moments in Management in the last 100 years.
- ◆ **New York Times and Wall Street Journal Best-Selling Book**  
*Reverse Innovation*, 2012
- ◆ **Winner**  
Best Paper Award for *Innovation Management* December 2012
- ◆ **Visionary Award**  
Hunt Institute for Engineering and Humanity, 2012
- ◆ **Thinkers50 Most Influential Business Thinkers in the World**  
Rated #3, 2011
- ◆ **Winner of 'Breakthrough Innovation Award'**  
Thinkers 50, 2011

# THE THREE-BOX STRATEGY FRAMEWORK



## KEY TAKEAWAYS

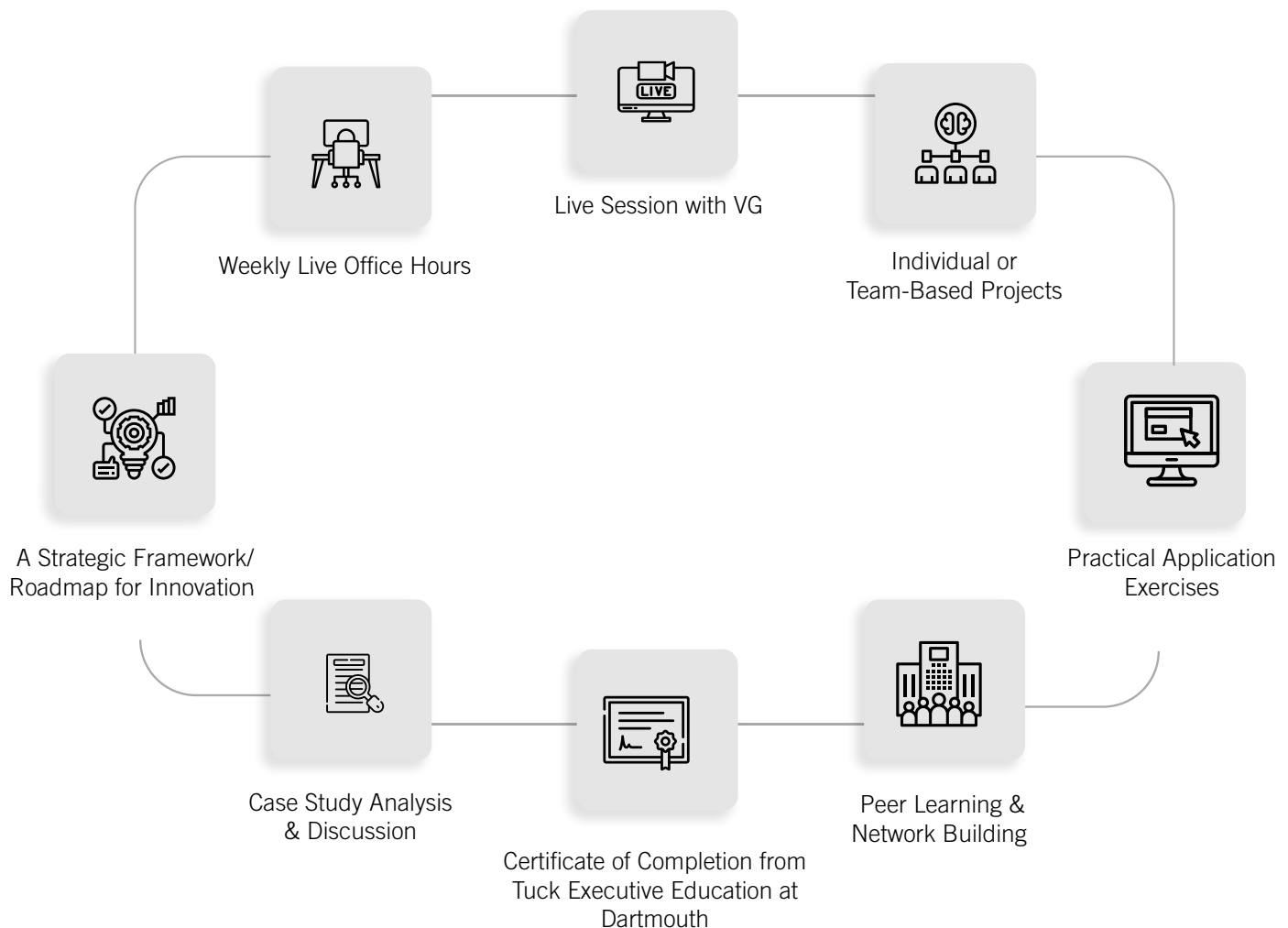
In this program, you will learn the three-box framework, allowing you to:

- ◆ **ADDRESS** critical strategy questions such as:
  - Why strategy is about the future and why companies must continuously innovate
  - How to identify market discontinuities that shape the future of your industry
  - How to build organizational DNA that embraces the innovation mindset
- ◆ **EXPLORE** how to instigate productive and non-defensive conversations about what it really takes to make innovation happen
- ◆ **LEARN** effective, elegant, and practical principles for making innovation happen in your organization
- ◆ **DISCOVER** how to avoid some of innovation's most toxic myths, how to build the right kind of team, and how to learn quickly from experience

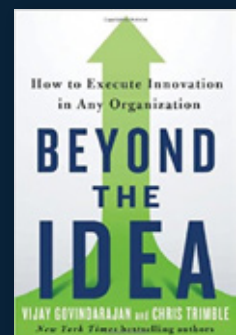
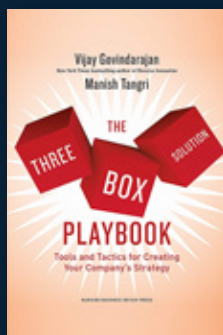


## 04 PROGRAM HIGHLIGHTS

This program is appropriate for individuals or corporate teams. Individual learners will benefit from a diversity of perspective from established peers on their business challenges, while teams will accelerate the learning impact through a shared language and framework for strategy. The program is designed to be highly interactive and geared towards shifting the way you think about strategy. Through a variety of learning methods and support, you will develop the tools that move you from idea to business impact.



### Program concepts based on VG's best-selling books:



# 05 PROGRAM DESIGN



## Module 1 : Strategy is Innovation

### Framework

- Introduction to the Three-Box framework
- Good examples of Three-Box thinking
- Bad examples of Three-Box thinking
- Strategic balance and examples
- Non-linear shifts and weak signals
- Why the Three-Box approach is difficult
- Concept of the business model

### Case Studies

- Grameen Bank

### Application

- Three-Box time allocation to your company
- Evaluate Box Two and Three frameworks for your company and industry



## Module 2 : Strategic Intent and Core Competencies

### Framework

- Strategy architecture
- Strategic intent
- Creating the environment
- Core competencies

### Case Studies

- Apollo Program
- Honda

### Application

- Create a Statement of Strategic Intent for your organization and evaluate it.
- List your current core competencies and evaluate them.



## Module 3 : Box 3 Ideation

### Framework

- Reverse innovation
- How to select Box Three ideas
- How to scope each idea

### Case Studies

- GE Healthcare
- Narayana Health
- Artificial leg
- \$300 house

### Application

- Generating Box Three ideas – non-linear shifts and weak signals
- Selection of Box Three ideas
- Scoping out selected ideas
- Box Three idea's potential in new markets
- Modifications to serve new markets



## Module 4 : Innovation Execution

### Framework

- Understanding innovation execution and challenges
- Overcoming the six innovation challenges
- Critical assumptions
- Designing innovation experiments
- Avoiding common errors

### Case Studies

- *New York Times*
- IBM

### Application

- Applying the six challenges framework to your innovation idea
- Identifying critical assumptions

# WHO IS THIS PROGRAM FOR

## Select Participant Roles:

- ◆ Director/Senior Director
  - ◆ General Manager/ Director
  - ◆ Corporate Planning & Performance Manager/ Director
  - ◆ Head of Strategic Business Development
  - ◆ Leadership Development Manager/Director
  - ◆ Marketing Manager/ Director
  - ◆ Quality Control Manager/Director
  - ◆ Business Manager/Director
  - ◆ Operations Manager/Director
  - ◆ National Sales Manager/ Director
- 

## Representative Industries include:

- ◆ Fast Moving Consumer Goods
- ◆ Banking & Financial Services
- ◆ Industrial Goods/Manufacturing
- ◆ Health Care
- ◆ Professional Services
- ◆ Oil & Gas
- ◆ Retail
- ◆ Telecom
- ◆ Construction
- ◆ Software/IT Services

## Accelerate Your Team's Impact

In order to speak the same language and cascade the impact through the organization more quickly, we suggest joining with a team. This program is ideal for any corporate team, either functional or cross-functional, that wishes to create successful innovation projects. Several course elements are designed with corporate teams in mind, or you can be assigned to a team for group projects. Team discounts are available.

### Team Use Case 1: Industrial Products/Manufacturing Cross-Functional Team

It is not uncommon for tensions and competing agendas to exist between sales and technical/manufacturing teams. In order to get these teams working in alignment towards the same goals – and speaking the same language – sales/business development leaders and engineers can collaborate on their strategic roadmap and invent the future together.

#### Team composition may include:

- ◆ Senior Demand Creation Leader
- ◆ Lead Technical Sales Specialist
- ◆ Senior Sales Manager
- ◆ Lead Engineer, Mechanical
- ◆ Market Intelligence Specialist
- ◆ Manufacturing Systems Engineer
- ◆ Principal Digital Product Manager

### Team Use Case 2: Professional Services/Consulting Cross-Functional Team

Companies turn to consultancies to help them solve some of their most complex and pressing problems, whether in the realm of technology, financial planning, strategy, or otherwise. As a trusted advisory group, your team needs to have proven tools and frameworks that will catapult your client to the next level and maintain their competitive edge.

#### Team composition may include:

- ◆ Director, Global Services & Delivery
- ◆ Director, Operations
- ◆ Brand Management Leader
- ◆ Transformation Deployment Leader
- ◆ General Manager

### Team Use Case 3: Marketing/Product Development Functional Team

Achieving alignment within a functional team is the equivalent of hitting the Turbo button on your high-performance vehicle. Creating a clear strategic roadmap for your team will accelerate the process of managing the present, selectively forgetting the past, and inventing the future.

#### Team composition may include:

- ◆ Chief Marketing Officer
- ◆ Senior Vice President Product Development
- ◆ Digital Marketing Manager
- ◆ Head of Customer Experiences
- ◆ Marketing Strategy & Market Insights Manager
- ◆ Regional Marketing Manager(s)



## ABOUT TUCK EXECUTIVE EDUCATION AT DARTMOUTH

Tuck develops wise, decisive leaders who better the world through business. Tuck was the first graduate school of management. Founded at Dartmouth College in 1900, it served as the prototype for the MBA-granting programs that followed. Consistently ranked one of the top business schools in the world, Tuck is recognized for its focus on general management, strategy, innovation, and leadership development. Tuck embodies a rare combination of personal and global reach, authentic thought leadership, and passionate teaching.

## ABOUT EMERITUS

Tuck Executive Education at Dartmouth is collaborating with online education provider Emeritus to offer a portfolio of high-impact online programs. By working with Emeritus, we are able to broaden access beyond our on-campus offerings in a collaborative and engaging format that stays true to the quality people expect from Tuck. Emeritus' approach to learning is grounded in a cohort-based design to maximise peer-to-peer sharing and includes live teaching with world-class faculty and hands-on project-based learning.

In the last year, more than 66,000 students from over 160 countries have benefited professionally from Emeritus' courses.



Upon successful completion of the program, participants will be awarded a verified digital certificate by Tuck Executive Education at Dartmouth.



*Note: All certificate images are for illustrative purposes only and may be subject to change at the discretion of Tuck Executive Education at Dartmouth.*

**PROGRAM FEE :** \$2,700

*Discounts for teams of three or more  
(25% off per person)*

**Duration :** Eight weeks, online  
(not including orientation week)

You can apply for the program here

**APPLY**

Easily schedule a call with a program advisor to  
learn more

**SCHEDULE A CALL**



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