Berkeley Extension

Course Description

The goal of this course is to teach you how to systematically build an organization that can test innovation strategies, especially new technologies, in a way that continuously delivers innovative new products to market while stopping bad ideas quickly.

The innovation challenge is that "no one can pick winners." Simply, the great majority of innovations fail to win customers. Yet customer adoption in the short term is what leads to market transformations in the long term. Learn:
- How to make strategic customer change measurable (Validation-Driven Strategy)
- How to set up an innovation organization to validate strategies while delivering new products to market (Innovation Management)
- How to visualize validation results to learn where to invest for growth and how to drive culture change from the Board-level down (Continuous Foresight)

Learning Objectives

On successful completion, participants will be able to:
- Turn generic business or technology strategies like cloud computing, blockchain, social media selling, etc., into a set of testable business model hypotheses.
- Turn business model hypotheses into a set of customer validation experiments.
- Create metrics and a "Go/No Go"-criteria framework for measuring the success of customer validation experiments.
- Visualize validation results to generate strategic insights.
- Understand how to use the Scalable Innovation Management (SIMPLE) Framework to gain Board-level support, drive culture change, and enable digital transformation.

Intended Audience

This course is targeted at Innovation Managers, Strategy Managers, and MBA-level students with at least 3-5 years of work experience.

Prerequisites

Familiarity with the Business Model Canvas is desirable, though not required.

Session by Session Summary

Total course contact hours: 8

Module	Theme	Topics	Assignments/ Readings
1	Defining Innovation Strategy	- Why companies fail to innovate - The new business model validation process and stages: from Empathy to Scaling - Visualizing disruptions in Customer behavior	- Read Case Study: Bosch: Scaling Large Company Innovation for Strategic Advantage - Pick a strategy, a set of business ideas and a set of Customer Journeys with your team
2	Using SIMPLE Tools For Business Model Validation	- Introduction to the SIMPLE Framework - Putting strategies into the SIMPLE Framework for Customer testing - Mapping Customer Journeys and creating Customer Interview questions	- Read: SIMPLE Framework Overview - Read: Talking To Humans - Create a set of Customer Interview questions with your team
3	Go or No Go? How To Measure Results	- Validation metrics: from Empathy to Scaling - The Go/No Go Framework - Video examples of Go and No Go teams	- Perform 3 Customer interviews with your team and synthesize the results - Read: Creating An Innovation Culture Using Go/No Go Criteria
4	Generating Continuous	Visualizing Innovation Results from Customer	Perform 3 more Customer interviews with your team

	Foresight and Driving Digital Transformation	Interviews to MVPs and Scaling ● Generating Continuous Foresight from Customer Validation ● Creating Political Support for Innovation Management and Digital Transformation	and synthesize the results ● Prepare Validation Metrics for your idea ● Prepare Go/No Go Criteria for your idea

Required Reading

Required readings will be made available online before each session.

Methods of Instruction

Students are expected to complete the readings, prepare for and engage in class discussion, and give feedback to other students. Students will engage in group work, including picking a new business model to test, performing at least six outside Customer interviews, and presenting results with their team.

Course Requirements

In-Class Discussion & Participation	50%
Team Project	50%
Total	**100%**