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!NNOVATE

STRATEGY,  
INNOVATION &  
BUSINESS MODEL  
DESIGN

**EXECUTIVE  
EDUCATION  
PROGRAMS**

2017-2018

# Is your strategy ready for the future?

# Learn with our new executive education programs

For more than 15 years we have educated future business leaders. Today, we are partnering with one of Europe's largest business schools – BI – Norwegian Business School to develop a new generation of Executive Education Programs.

Tailored for the busy executive, these three-day short programs pack powerful learning into three intense days. All four programs are built on academic research, the very latest thinking in strategy, innovation and change, and developed with a true global mindset.

Using up-to-date case studies to provide both deep insights and actionable learning, the programs are true «action learning programs».

We have seen the pace of change quicken, disruptive trends and technologies explode and companies globally have shorter and shorter lives.

Strategy and innovation today will require new leadership skills, new organizational processes and even faster business model reinvention. Combined with the global energy shift, these programs are sure to challenge both faculty, students and prominent guest speakers as we learn, explore and build strategies that are fit for the future.

We hope one or several of these programs might interest you, and we look forward to sharing more once we get closer to official launch.

Thanks for your support  
Best,

*Christian Rangen,  
Business School Faculty*

# Corporate Entrepreneurship

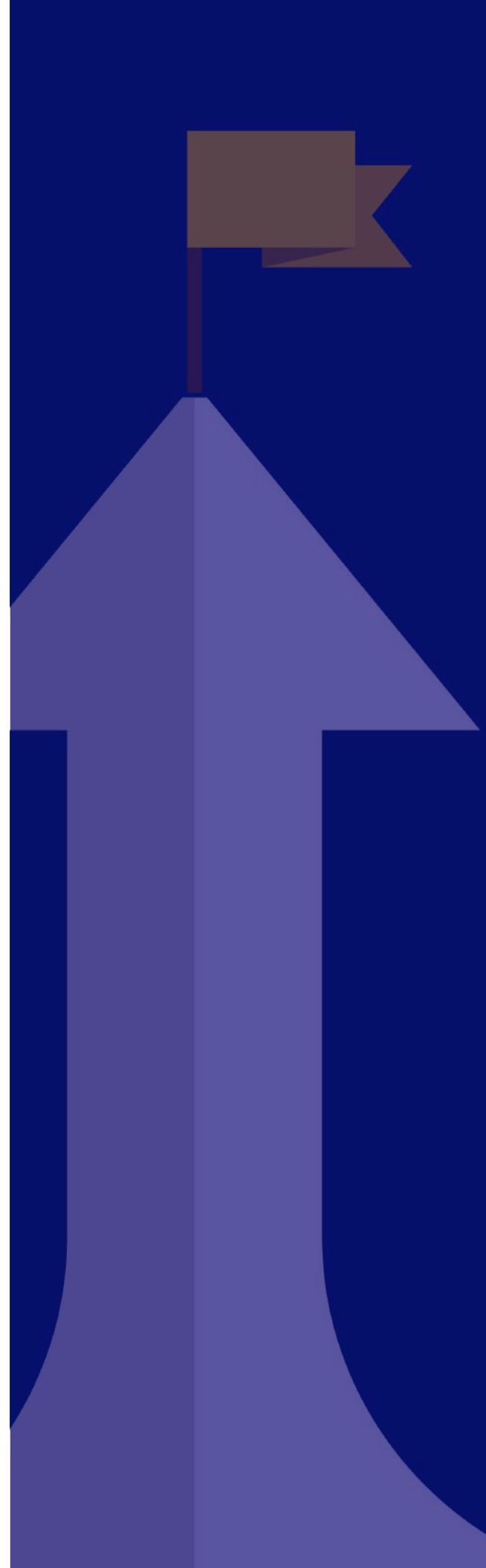
## DRIVING INNOVATION IN LARGE ORGANIZATIONS

Most organizations are built for stable, on-going operations. They focus on running their day-to-day businesses and keep a stable core business. For many, this is no longer sufficient.

Increasing globalization, digitalization, faster pace of innovation, disruption and significant industry shifts is putting pressure on top executive to drive corporate entrepreneurship and innovation – but how?

This Executive Short Program gives you the tools, training and structure to successfully drive corporate entrepreneurship in large organizations.

The program gives you a deep understanding of Why, How and Who should be driving innovation. More importantly, you get a combination of case studies, insights and actionable ideas on how to increase innovation and successfully lead corporate entrepreneurship.



## KEY TOPICS:

- The structure of corporate entrepreneurship
- New strategy tools for faster, more effective innovation
- Innovation Maturity Scale
- Design your corporate transformation
- What's your innovation strategy?
- Open vs. closed innovation
- Working with accelerators, incubators and startups
- Case studies: Amazon, Dollar Shave Club, Lyse, Schibsted, etc.

## KEY OUTCOMES:

- Master new ways to drive corporate entrepreneurship
- Design your new innovation strategy
- Learn new tools to drive innovation in large organizations
- Understand how to successfully lead strategic transformation
- Develop a new innovation portfolio for new growth ventures

## WHO SHOULD ATTEND

This program is designed for anyone with a responsibility or interest in driving innovation in large organizations. The typical candidate is the CEO, members of the board, top management team, strategy and innovation directors, head of new ventures, head of business development, new growth teams, innovation departments, business developers, project managers for growth and new ventures and emerging leaders across the organization.

DURATION: 3 DAYS (CAN BE ADAPTED TO 2, 4 OR 5 DAYS)

# Accelerating Innovation

How can your company speed up the pace of innovation? How can you accelerate the development of new products, services, business models and growth ventures? How can a large company move like a lean start-up?

More and more companies are looking to radically speed up their innovation.

Some, like Cisco choose to design their own in-house accelerator programs, like CHILL – Cisco Hyperinnovation Living Lab. Others prefer to partner with creative innovation programs and outside accelerators.

Right now, there are more than 15,000 global accelerator programs taking place, all looking to launch and scale new, disruptive startups – while also partnering with corporates – all in the spirit of accelerating innovation.

This program gives you the insights, understanding and specific how-to's for accelerating your innovation.

The program faculty has extensive experience partnering with, designing and running multiple accelerator programs for both startups and corporates across smart city, clean energy, technology, digital health, tourism and aquaculture industries.

You will get a combination of case studies, research, personal experiences and how-to's for accelerating innovation in your own organization.

## **KEY TOPICS:**

- Corporate venturing and new growth
- Developing your innovation engine -- faster
- Designing and running corporate accelerators
- Working with the fast and nimble; successfully partnering with accelerators and incubators worldwide
- Setting up your own accelerator program -- how to succeed

## **KEY OUTCOMES:**

- Set up and run your own in-house accelerator programs
- Identify the leading programs and partner with outside accelerators
- Co-develop new accelerator programs for maximum strategic impact for your company's growth.

## **WHO SHOULD ATTEND**

This program is designed for anyone with an interest or responsibility in creating new growth ventures, driving new innovation initiatives and leading open innovation projects. The program will be highly relevant for anyone looking for ways to expand open innovation and connect with emerging trends, technologies and startups on the fringes of the company's current strategy.

The program is relevant for CEOs, management teams, innovation teams, new growth units, innovation departments, corporate strategy, business developers, business coaches, facilitators, project managers and leaders at all levels looking to accelerate innovation and new growth.

**DURATION: 3 DAYS (CAN BE ADAPTED TO 2, 4 OR 5 DAYS)**

# Business Model Innovation in the Green Economy

The world is undergoing a quiet revolution. The exponential shift in the world's energy logic is driving a tsunami of new business models across all aspects of the energy, technology and mobility landscape.

This Executive Short Program will explore how emerging and established companies design and test new business models in the green economy.

You will get key insights from solar energy companies, technology and big data startups and large scale energy transformation – all looking to launch new business models.

An industry insider recently stated “if you analyzed solar energy business models three months ago, you are already out of date”, this quote is representative of the pace of innovation and change happening across the landscape - and makes this program more relevant than ever.

The program looks at – and beyond the changing energy landscape.

What are the realities on the ground for solar energy parks in the Middle East – and what might this mean for your company? How are Norway's EV policies driving a number of new, innovative business models? What are the implications of the green economy across Asia?



## KEY TOPICS:

- What are key drivers for business model innovation?
- How to build a culture and capability for business model innovation?
- Case studies on Tesla Energy, Solar City, Tenaga Nasional, Zaptec, Scatec Solar, and more

## KEY OUTCOMES:

- Understand business model opportunities in the green economy
- Learn from leading case studies, from Norway, Asia, the US and the Middle East
- Hear the stories from executives driving the changes on the ground
- See how the economics of green energy is shifting the world's energy landscape
- Design new business models for your company's green economy future

## WHO SHOULD ATTEND:

This program is highly relevant for anyone working with strategy, business innovation, new ventures, growth, CSR, business development, M&A, corporate finance and senior management.

DURATION: 3 DAYS (CAN BE ADAPTED TO 2, 4 OR 5 DAYS)



# Leading the Clean and Smart Revolution

The world is shifting towards a clean and smart economy. Smart City, electric vehicles, autonomous mobility and shipping, distributed energy systems, artificial intelligence and big data; they are all key building blocks in the clean and smart revolution. Yet, few companies have truly grasped the opportunities and developed an ambitious strategy for taking a true leadership role for the future.

Governments, public bodies, think tanks and forward-thinking companies are all pointing to the coming clean and smart revolution. US-based think tank, RethinkX and Stanford Professor Tony Seba claim we are on the verge of a structural tipping point of a new technology paradigm, that will sweep across the energy, oil & gas, city planning, mobility, infrastructure, shipping, banking and finance industries, putting them under the same pressure that the media, publishing, music and photography industries have witnessed over the past two decades.

Under the right leadership, this opens up significant growth opportunities in rethinking the industry landscape. This Executive Short Program helps you make sense of all the noise and grasp the essence of the shifting landscape. The program will guide you through a combination of strategy, industry trends and growth opportunities. You will get significant time together with leaders that are already driving this shift in a global context.

## KEY TOPICS:

- What is clean and smart revolution?
- What are prospective growth and innovation opportunities in the coming decade?
- What does it take to develop a leadership role in the coming revolution?
- Learning from the fringes; case studies on the mobility industry, smart city, Statoil New Energy Solutions, Otovo, Esmart Systems, Future Home, and Kongsberg Digital

## KEY OUTCOMES:

- Understand what the clean and smart revolution might change in the coming decade
- Grasp new business opportunities in the clean and smart shift
- Meet like-minded leaders, looking to drive changes in their respective organizations
- Design new business models for the future
- Build a new, clean, and smart growth strategy for your company

## WHO SHOULD ATTEND:

This program is highly relevant for anyone working with strategy, business innovation, new ventures, growth, CSR, business development, M&A, corporate finance and senior management.

DURATION: 3 DAYS (CAN BE ADAPTED TO 2, 4 OR 5 DAYS)

# Christian Rangen, Faculty

Christian Rangen is senior faculty at BI – Norwegian Business School. He has taught an extensive range of executive, corporate and bachelor programs in the fields of strategy, innovation, leadership and change.

Outside the business school he is a sought-after keynote speaker, workshop facilitator and executive advisor.

He is also a serial entrepreneur, angel investor and runs a number of innovation programs for companies around the world, including Sri Lanka, Malaysia, Germany, UK and the Nordics.

His research focuses on developing new strategy and innovation tools to help accelerate innovation in both corporates and startups.

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# Previous education programs

## **INNOVATION MANAGEMENT**

2-Day management program in innovation management. Key topics include innovation strategy, innovation culture, and innovation tools.

## **STRATEGIC INNOVATION**

3-day executive program on Strategic Innovation in the Global Oil & Gas industry. Key topics include understanding industry shifts, disruptive trends in the energy industry and building growth outside your legacy core business.

## **LEADERSHIP & CHANGE**

6-month program in leading change, building a more flexible organization, launching new growth pilots, handling internal resistance to change and communicating strong visions for the future.

## **STRATEGY TOOLS FOR BUSINESS MODEL INNOVATION**

2-day top management program in how to design new business models, develop bold growth strategies, build a portfolio of new business models and lead strategic transformation.



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PROGRAMS 2017-2018

DEVELOPED  
BY  
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a strategy & innovation  
consulting company

TO LEARN MORE ABOUT THE PROGRAMS,  
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