

Executive Education IMA Summary



IMA Executive Education: Basic Principles

Our executive teaching program stands out due to its efficiency and combination of theory and practice.

1

High Quality

Teaching by recognised experts only. No buzzwords, no idle talk. We strive for top quality and expect full commitment from our participants.

2

Time-efficient

Lucerne's central location allows short journeys to on-side teaching, combined with digital teaching to avoid unnecessary journeys. No additional exams or purely theoretical exercises.

3

Practitioner-oriented

All content is relevant and directly applicable for solving real-world problems. Our coaches and mentors with extensive practical experience support you in transferring your learnings directly to your firm's reality.

4

Research-based

Content is firmly grounded in academic research according to the international state-of-the-art. Our teachers are active in leading research organisations and have a high level of academic education whenever useful.

IMA Executive Education: Overview

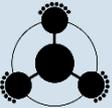
5 courses embracing key topics in the area of innovation and business analytics – innovation, ecosystems, growth, transformation and marketing analytics.



CAS Innovation Management: Provides understanding of all relevant topics in innovation management. For both seasoned innovation managers who want to update their knowledge as well as for those without a background in innovation or management who want to get ready for their new role in innovation.



CAS Innovation Implementation: For all managers, executives, and consultants assigned to pursuing innovation or transformation initiatives that require organisational change. We provide the knowledge, methods, and tools for overcoming internal barriers to transformation and innovation.



CAS Ecosystem Management: For managers assigned to the task of building-up and managing innovation ecosystems. We provide in-depth understanding of this new concept and the specific methods and tools for ecosystem management.



CAS Growth and Transformation: Our flagship course. Maximum of 8 participants. For C-Level executives only. Overview on some of the most timely levers for achieving growth and transformation, i.e. ecosystems, business model innovation, advanced analytics or corporate venturing. Plus, we teach participants on how to overcome internal and cultural barriers.



CAS Business and Marketing Analytics: For marketing managers and professionals who can profit from evidence-based decision making in their daily work routine. We provide an in-depth understanding of data management, data analysis and analytic strategy for marketing management.

CAS in Innovation Management



CAS in Innovation Management: Overview

The CAS in Innovation Management provides state-of-the-art content on all relevant topics within innovation management

Profile and Content

- **Management of innovation** is one of the **key competences** for achieving long-term competitive advantage
- This course covers **all relevant topics**, both **established and novel**, within innovation management
- **Participants** are either **seasoned innovation managers** who intend to **update their knowledge** or innovation managers **without a background** in innovation or management who want to **get ready** for their new role in innovation



Curriculum & Teaching Format

- **German or English**
- **8 modules in total**
- **Each module consists of 3 steps:**
 - Content delivery
 - Application on own business, supported by peers and mentors
 - Final presentation and discussion to/by mentors and peers

Timeline, Effort & Costs

- **Time effort:**
 - Approx. 8 days on-side
 - Approx. 16 days online, divided into sessions of 2-3 hours each
 - Additional effort for self-learning and application (on responsibility)
- **Fee** of 11.500 CHF per participant

Key Take-Aways

- **Certificate** of Advanced Studies in Innovation Management of the University of Lucerne
- **Comprehensive** and state-of-the-art **overview of innovation management**
- **Mentoring by peers and experts** on the **application** of all content on your **specific firm situation**

CAS in Innovation Management: Your Key Benefits

The CAS features an overview of internal and external innovation potentials – and how to implement them



Creating internal innovation potentials

Innovation Strategy & Organisation

You can develop innovation strategies and create supporting organisational structures for innovation.

Business Model Innovation

You know how to innovate beyond the product level and how to develop suitable business models.

Technology Management and IP

You understand the opportunities and limitations of intellectual property and technology management for your innovation



Exploiting external innovation potentials

Innovation by Ecosystems

You know how to achieve innovation potentials through collaboration with partners in business ecosystems, which would not be feasible for a single company alone.

Start-Ups and Corporate Venturing

You know how to recognise the innovation potentials of start-ups - and how you can use them for your company.

Customer Integration & Crowdsourcing

You will understand how customers can be integrated into innovation processes - and how you can increase customer proximity.



Implement internal and external innovation potentials

Innovation Processes and Agile Development

You know traditional and novel innovation processes to bring your idea to market maturity and have an understanding of agile product development.

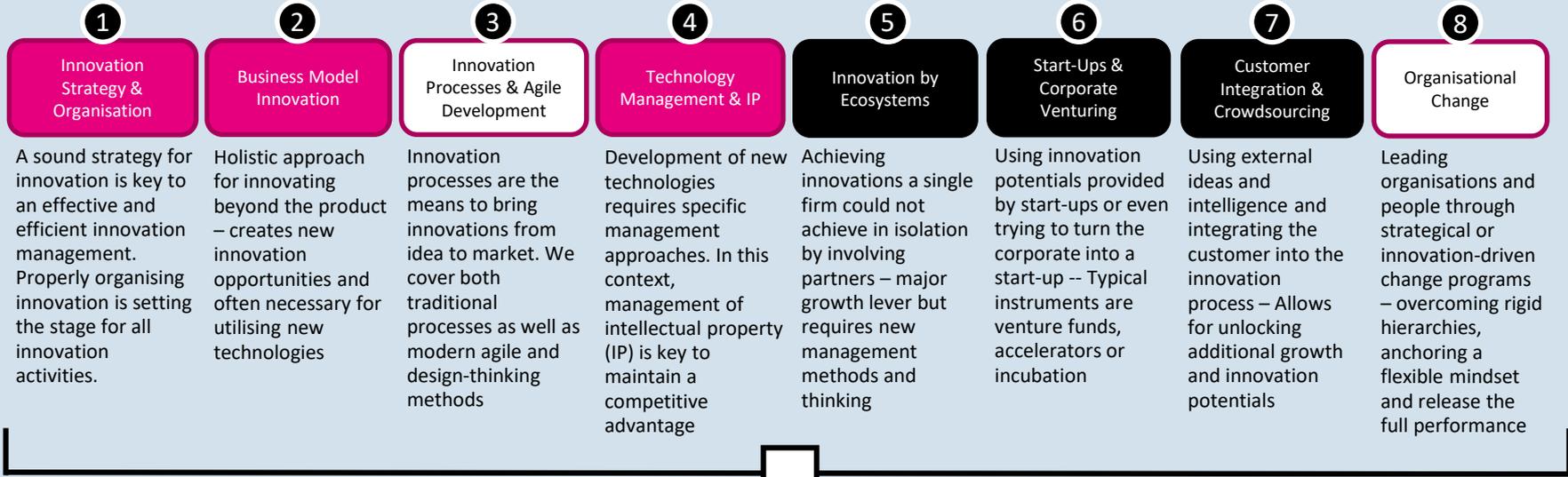
Organisational Change

You understand how you can implement your innovation project despite cultural and human barriers.

CAS in Innovation Management: Modul Overview

The CAS embraces 8 modules over a time of one year – Three key steps for each module

Teaching per Module Overview on Modules



CAS in Innovation Management: Teaching Team

Our teaching team and experts are managing the course and are your go-to-persons for all of your questions



Dr. Bernhard Lingen

Program Coordinator /
Lecturer
Expert on Innovation and
Ecosystems

Current Position

- Member of the board of directors IMA University of Lucerne, Head Area Innovation
- Visiting Professor Aalborg Business School
- Research Affiliate University of St. Gallen

Background/ Education

- Dr. oec. HSG in Innovation Management
- M.Sc. in Management, M.Sc. in Engineering
- Background as consultant at Roland Berger Zurich, PostDoc at Imperial College London, Project Manager at University of St. Gallen



Prof. Dr. Reto Hofstetter

Lecturer
Expert on Marketing
and Innovation

Current Position

- Full Professor of Digital Marketing, University of Lucerne, Switzerland
- Head of the board of directors IMA University of Lucerne

Background/ Education

- Associate Professor of Marketing (with tenure), Università della Svizzera italiana
- Assistant Professor of Marketing, University of St. Gallen
- PhD in Marketing, University of Bern
- M.Sc in Business Administration, University of Bern



Dr. Franca Burkhardt

Lecturer
Expert on Organisational Studies

Current Position

- Founder Bandy Analytics GmbH
- Associate Fellow HSG for Organisational Development

Background/ Education

- Dr. rer.soc. HSG in Organisational Studies and Cultural Theory
- M.Sc in Political Science and Public Policy Analysis, University of Geneva
- B.Sc in Social Sciences, Sociology and Psychology, University of Fribourg

CAS in Innovation Implementation



CAS in Innovation Implementation: Overview

The CAS in Innovation Implementation helps to overcome the cultural barriers of innovation

Profile and Content

- **Organisational Change Management** is one of the **key elements of strategic leadership** and includes a fundamental understanding of how organisations can be strategically aligned and developed
- This course covers all relevant topics related to organisational change focusing on **change communication, digital readiness of staff, competence development, systemic leadership and strategic workforce management**
- Participants are **either executives, HR manager or change managers** who intend to update their knowledge in organisational development and organisational change



Curriculum & Teaching Format

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- **Each module consists of 3 steps:**
 - Content delivery
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Timeline, Effort & Costs

- **Time effort:**
 - Approx. 8 days on-side
 - Approx. 16 days online, divided into sessions of 2-3 hours each
 - Additional effort for self-learning and application (on responsibility)
- **Fee of 11.500 CHF per participant**

Key Take-Aways

- **Certificate** of Advanced Studies in Innovation Implementation of the University of Lucerne
- **Comprehensive** and state-of-the-art **overview of innovation and change management**
- **Mentoring by peers and experts** on the **application** of all content on your **specific firm situation**

CAS in Innovation Implementation: Your Key Benefits

The CAS teaches you how to implement your innovation project and how to embed innovation in the company



Concrete implementation of your innovation project

Change Management for Innovation

Understand, identify and overcome cultural and human barriers to your innovation project.

Organisational Development for Innovation

Understand the importance of continuous learning and teamwork for your innovation project.

Dev. Ops and Agile Structures

Use and build agile structures to drive innovation.

Change Communication for Innovation

Communicate innovation plans to top management and employees.



Embedding innovation in the company

Digital Readiness

Implement new skills and mindsets to drive digital innovation.

Development of Innovation Competencies

Leverage individual development through the use of strategic development tools for teams and units.

Systemic Innovation Leadership

Use of holistic leadership concepts for innovation projects.

Strategic Workforce Management for Innovation

Embed innovation projects in the company's human resources development.

CAS in Innovation Implementation: Modul Overview

The CAS embraces 8 modules over a time of one year – Three key steps for each module

Overview on Modules



Teaching per Module



CAS in Innovation Implementation: Teaching Team

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CAS in Ecosystem Management



CAS in Ecosystem Management: Overview

The CAS in Ecosystem Management is the first executive program on Ecosystems
– A key trend in business today

Profile and Content

- The way how **companies innovate** is undergoing a **massive shift**: Firms are increasingly trying to **innovate not in isolation but jointly with other companies** in an ecosystem setting
- **Ecosystems** open up **novel opportunities** for innovation, growth, and differentiation
- Ecosystems are a **new way of doing business** – They require **new knowledge, methods, and tools**
- This course **covers all key aspects** needed to build-up and manage ecosystems



Curriculum & Teaching Format

- **German or English**
- **8 modules in total**
- **Each module consists of 3 steps:**
 - Content delivery
 - Application on own business, supported by peers and mentors
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Timeline, Effort & Costs

- **Time effort:**
 - Approx. 8 days on-side
 - Approx. 16 days online, divided into sessions of 2-3 hours each
 - Additional effort for self-learning and application (on responsibility)
- **Fee** of 11.500 CHF per participant

Key Take-Aways

- **Certificate** of Advanced Studies in Ecosystem Management of the University of Lucerne
- **Comprehensive** and state-of-the-art **overview of ecosystem management**
- **Mentoring by peers and experts** on the **application** of all content on your **specific firm situation**

CAS in Ecosystem Management: Your Key Benefits

The CAS teaches you how to plan an ecosystem initiative and how to implement it in your company



Ecosystem Planning

Conceptual Foundations

You have an overview of ecosystems and are ready to work out concepts.

Business Model Innovation

You will be able to develop your ecosystem initiative based on your business model.

Ecosystem Strategy

You will develop an ecosystem strategy from existing strategic structures and define central KPIs.

Building-up Ecosystems

You develop potential products and services for your ecosystem and know how to select suitable partners.



Ecosystem Implementation

Management and IT

You can manage ecosystem partners and ensure the integration of the ecosystem into your company.

Legal and IP Foundations

You will be prepared for new legal situations and dealing with intellectual property rights that ecosystems entail.

Start-ups and Corporate Venturing

You will identify innovation potentials of start-ups and be able to collaborate with them in an ecosystem.

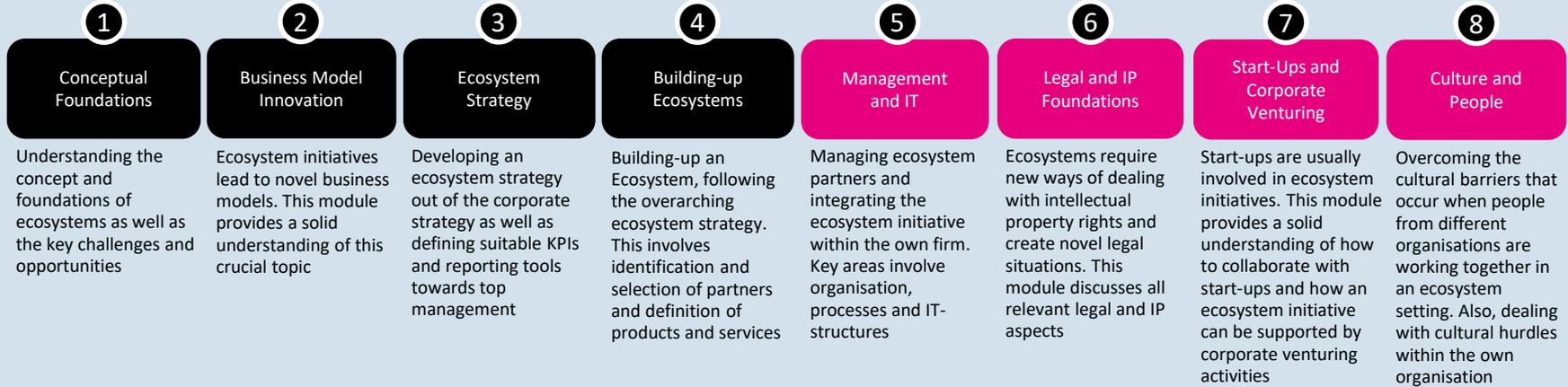
Culture and People

You know how to overcome cultural barriers between ecosystem partners and within your own company.

CAS in Ecosystem Management: Modul Overview

The CAS embraces 8 modules over a time of one year – Three key steps for each module

Overview on Modules



Teaching per Module



CAS in Ecosystem Management: Teaching Team

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CAS in Growth and Transformation



CAS in Growth and Transformation: Overview

Our flagship program seeks to inspire c-level executives on how to grow their firm beyond the traditional levers

Profile and Content



- **Firms** across many traditional industries **struggle to grow** or are **confronted with novel conditions** (e.g. digital change, new entrants), which might even lead to shrinking businesses
- **Traditional levers for growth** (e.g. sales optimization, M&A) are usually **well-known**. However, there are **novel levers** for growth. Beyond these, growth requires **involvement of the people** within the firm and a growth culture
- This course intends to provide **top executives inspiration** on **novel growth levers** and understanding on **how to involve the people** within the organisation and to create a growth culture
- Intensive + exclusive format: **<10 participants, only C-level** or (as exception on request) close to c-level accepted

Curriculum & Teaching Format

- **German or English**
- **8 modules in total**
 - 5 modules on novel growth levers
 - 3 modules on organisational change and culture
- **The course involves 3 steps:**
 - Content delivery
 - Application to own business, supported by peers and mentors
 - Final presentation to and discussion with mentors/ peers

Timeline, Effort & Costs

- **Time effort:**
 - Approx. 8 days on-side
 - Approx. 16 days online, divided into sessions of 2-3 hours each
 - Additional effort for self-learning and application (on responsibility)
- **Fee** of 18.000 CHF per participant

Key Take-Aways

- **Certificate** of Advanced Studies in Growth and Transformation of the University of Lucerne
- **Inspiration** and overview of timely growth levers and change/transformation approaches
- **Mentoring by peers and experts** on the **application** of all content on your **specific firm situation**

CAS in Growth and Transformation: Modul Overview

The CAS covers 8 key modules in the fields of innovation, growth, and transformation

Design Thinking & Business Model Innovation

Design Thinking allows for customer-centric innovation and rapid market testing of value propositions. The business model view opens-up the innovation space beyond the mere product and allows for the capturing and creation of customer value by the firm.

Innovation by Ecosystems

Innovating in Ecosystems with partners allows firms to achieve innovations a single firm could not achieve in isolation. This approach creates major growth opportunities but requires new management methods and new thinking.

Corporate Venturing and Start-Ups

Using innovation potentials provided by start-up or even trying to turn the corporate into a start-up – Typical instruments are venture funds, accelerators or incubation. But firms can only use that growth lever if they understand how start-ups are working and thinking.

Technologies and Analytics

Creating new growth opportunities enabled by the major technology trends of our time – Such as blockchain, artificial intelligence or advanced analytics. They do not always need to be used by the firm but at least managers need to understand potential threats and opportunities.

Organisation & Outsourcing of Innovation

Inappropriate organisational settings are one of the major barriers to innovation. Especially disruptive innovations require different organisational settings – Often achieved by outsourcing of innovation to accelerators and innovation labs/ hubs. But these are often used in the wrong way!

Organisational Change Management

Leading organisations and people through strategic or innovation-driven change programs – overcoming organisational barriers, anchoring a flexible growth-oriented mindset and release the full performance.

Change Communication and Storytelling

Implement an overall communication strategy with a strong focus on storytelling. The purpose of communication is more than sharing information; it is about creating commitment and connecting the different units to drive innovation initiatives.

Change Leadership

Using appropriate strategic and operational leadership skills and tools to align the organisation. Strengthening of interdisciplinary collaboration without creating responsibility or resource issues.

Innovation in Start-up setting

Innovation in corporate setting

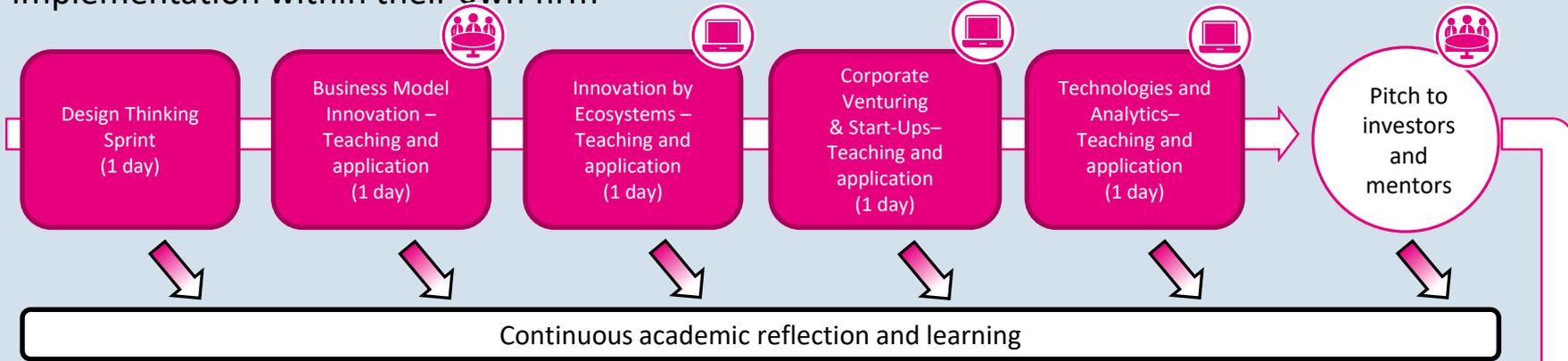
Growth and innovation modules

Transformation modules

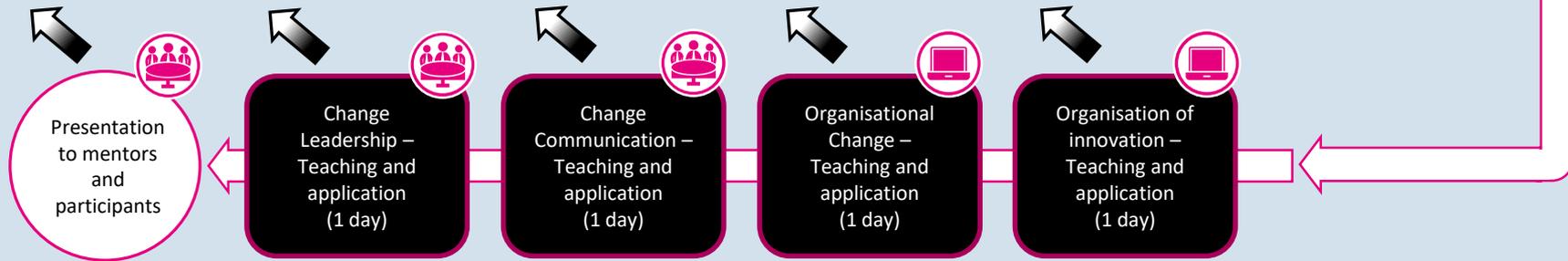
CAS in Growth and Transformation: Curriculum

The CAS covers two parts: (1) Participants develop their own start-up and (2) plan implementation within their own firm

Innovation in Start-up setting



Innovation in corporate setting



Online workshop – split into sessions of ca. 2 hours each



Physical workshops – 1 day each, outside of the firm



Mentoring and remote group work on innovation initiative



Growth and innovation modules



Transformation modules

CAS in Growth and Transformation: Teaching Team

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