



Executive Masters

MBI

Master in Business Innovation

Deliver Success for your Organisation

In collaboration with:



ExecutiveEducation



basque innovation agency
agencia vasca de la innovación

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Letter from the Programme Director



Since I started working as academic director of the MBI, I have had the opportunity to discuss the challenges caused by the accelerating speed of change across all industries with reputed international experts. After many conversations, I have come to appreciate three ideas.

First, experts from different disciplines agree that Innovation is a key organisational element for navigating our complex environment. Economic experts believe that 50% of US economic growth is due to Innovation.

Second, the term “innovation” is losing its genuine meaning because many companies are using it to convey change when the progress they are describing is no more than ordinary.

Third, business schools have focused more on teaching skills that are related to the left-side of the brain (i.e. rational, analytical, logical and reasoning skills) rather than teaching in a more balanced way thereby including skills related to the right-side of the brain (i.e. intuition, imagination, creativity, perception, holistic view, etc).

Innovation is not just any change and the concept should not be used solely for marketing and cosmetic purposes. There are still only relatively few companies that are able to nurture and

maintain a mindset that leads to the production of innovative products, processes and business models.

But the good news is that innovation can be learned and developed with practice. The Deusto Business School, one of Spain’s most reputed business schools, has specifically designed its Master in Business Innovation to prepare you to ignite and manage Business Innovation successfully.

As Academic Director of the MBI programme I am delighted to introduce to you a unique programme that integrates theory and practice, fostering the idea of innovation by doing. To date, the MBI has generated 50 innovative company projects that establish a sustainable competitive edge for their companies.

We welcome you to the MBI, a game-changing experience that will help your organisation and/or your personal professional projects to succeed with innovative solutions.

Francisco González Bree
Academic Director

Host Institutions

The MBI programme is an initiative of Deusto Business School in collaboration with internationally recognised centers of excellence such as Cambridge Judge Business School (the University of Cambridge) in the UK. Participants on the Programme will be able to experience Cambridge, the world's leading destination for venture capital investment after Silicon Valley.



Deusto Business School

The University of Deusto, a pioneer in business management education

Deusto Business School is the business school of the **University of Deusto**, where current and future executives explore new ideas and proposals to address global change, focusing particularly on sustainable innovation. The school has a Board of Directors comprised of leading members of Spain's economic and business communities. Likewise a professional network of nearly 100 companies and more than 300 professionals working together in training and development. The University has international ties with 60 different countries and each year attracts hundreds of students from around the world. Deusto is renowned for its research activity, with **700 researchers working on 150 projects** each academic year through the University's schools and specific institutes.

Altogether, Deusto has over **10.000 students** enrolled in more than **25 degree courses and 100 postgraduate courses**. In addition, the University of Deusto is located in a highly

attractive environment for international executive education, where participants can enjoy dynamic cities, beaches, world-class gastronomy and internationally appreciated culture (e.g. the Guggenheim Museum in Bilbao, the International Film Festival in San Sebastián).

San Sebastian has been recently appointed as the European Capital of Culture in 2016.

Deusto Alumni

The University of Deusto, with more than 120 years of experience, has pioneered the training of business leaders in Spain. The University's significance in the country's social and economic network is widely acknowledged. Many of its 70.000 alumni occupy today influential positions in business and public life in more than 30 countries worldwide.

Cambridge Judge Business School, the University of Cambridge



As part of the **University of Cambridge**, Cambridge Judge Business School Executive Education inspires, educates and engages the leaders of today and tomorrow. Cambridge Judge Business School enjoys a leading cultural position in technological innovation. It is situated in the most vibrant, entrepreneurial community in Europe, and it is linked to Cambridge Enterprise, set up by the University to foster entrepreneurship and the establishment of spin-out companies.

The School's world class faculty of over 50 members represents all continents and whose research interests span the globe and the full spectrum of business issues. Many are leaders in their fields directing cutting-edge research, consulting for top business and advising governments.



"I'm very happy to have had the opportunity to attend this master in international business innovation. One of the key things for me was the diversity of the programme, the diversity of the participants. We started out as colleagues from different countries, from different sectors, from small or medium enterprises, big corporations and start-ups for public and private sectors and now we have become friends. It was also a great experience, particularly the opportunity to study this master in different cities and different countries which emphasized the innovative quality of diversity. Another beautiful thing about this master is that it's not a traditional one; so if you are looking for something classic you should not attend this international master in innovation! The programme is well designed. It takes you out of your comfort zone which I think is a key thing in innovation. You see, taste and experience different things with different people in different countries and this is one of the key elements of the programme: diversity."

Francisco Pinheiro (Brasil)
Director Group Innovation
Atos Origin
MBI 2010

Key Features

- **Executive Part Time Master:** A twelve-month taught course with a practical approach to business innovation
- **Host Institutions:** Deusto Business School and Cambridge Judge Business School (the University of Cambridge). Other collaborating institutions include Innobasque-The Basque Agency for Innovation, and Orkestra -The Basque Institute of Competitiveness
- **Working Language:** English
- **Average Professional Experience:** 13 years (minimum professional experience: 5 years)
- **Modular format:** comprises 6 intensive one-week modules (Monday to Saturday)
- **Locations:** Madrid (1 Module), Bilbao (2 modules), Cambridge (1 module), San Sebastián (1 module), Florence (1 module)
- **Innovation Project:** Development of an applied innovation project based on a strategic issue related to the participant's organisation or personal interest
- **Faculty:** Leaders in their field directing cutting-edge research, consulting for top businesses, advising governments, and most of all, bringing their experiences and new found knowledge into the classroom
- **Admission Process:** Application form + presentation of documentation (in some cases English language test) + interview





"It's very different from the masters that are offered by all the other universities, that's why it is interesting for me. Many new things have been done in other fields but not in innovation so that's why this Master's so interesting. The backgrounds of the participants represent different fields of business and walks of life so there's a good combination of qualities. This is very valuable - we talk about innovation all the time and the keyword is 'value added' which figures large in the programme. When you are trying to be innovative it is particularly important to have a creative atmosphere around you that is different from the one you are used to"

Elitza Marinkova (Bulgaria)
Finance Director
Uniken, Ltd.
MBI 2010

Objectives

The environment that businesses have to face these days is far more complex and uncertain than in the past. Rather than a time of changes, we believe we are witnessing a change of times. New value chains constantly emerge, from both within and outside of currently existing companies, and they are driven by processes of innovation. Hence, innovation has become a pressing need for the competitive and successful company of the 21st century.

The MBI is specifically designed to help you and your organisation:

- Promote the search for **new business opportunities**.
- Improve the development, implementation and commercialization **of strategic ideas**.
- Create a **culture that fosters innovation** and entrepreneurship within organizations.
- Facilitate the **integration of I+D+i activities** and production/final service activities.
- Innovation in Practice through the **Business Innovation Project**
- Develop yourself as a **leader to transform the organisation's** ability to innovate





"My first thought about the master was an uncertainty about what was behind the word innovation. Module by module, I discovered that there are specific strategies to ignite innovation and structured processes to develop it. There is a vision that differentiates innovative leaders from others, and there are techniques to draw out creativity. This is transmitted by employing a different approach that allows you to absorb the spirit and passion imbued in innovative environments. The modules in Florence and Cambridge provided unique professional and personal experiences and the learning we gained cannot be found in books, and what is more important, it cannot be forgotten. During the year, these practices materialised in the form of an innovation project applied to a company. It is a professional programme which gives a swift and personal return because it provides a way of examining and focusing on things in a different light."

Iciar Marquinez (Spain)
Internal Audit Manager
Ormazabal
MBI 2011

Who Should apply:

For executives willing to take an innovation-based approach

In a time of unprecedented change, the MBI fosters new ways of thinking that will make a difference in achieving visions, objectives and goals on both a professional and personal level.

The Programme is designed for executives who are interested in:

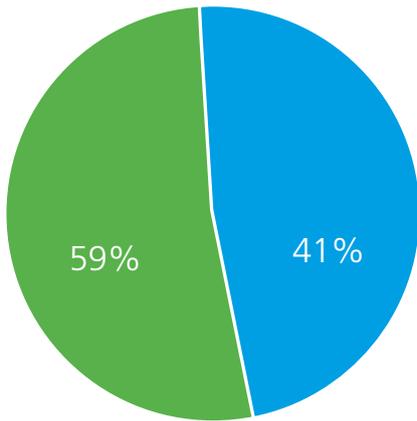
- Creating new markets
- Adopting new business models
- Understanding the role of technology in helping them achieve their business aims
- Identifying new customer and end users segments
- Developing new products and services
- Designing and rolling out new processes
- Leveraging an organisational mindset that fosters business innovation



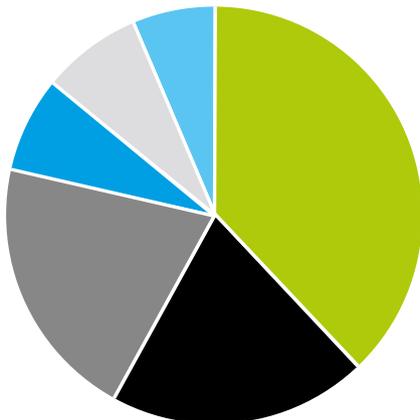
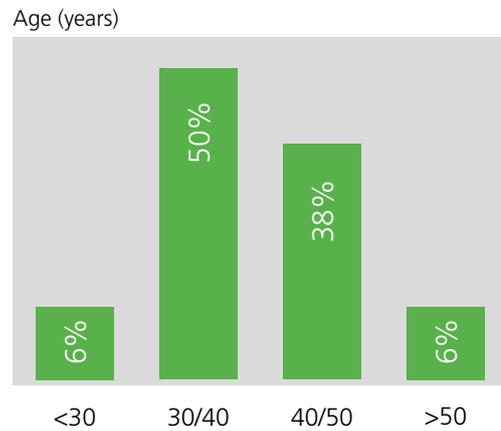
Participants

- 1. Experienced managers**, responsible for developing or implementing strategic decision making at both business unit and company level.
- 2. Entrepreneurs and company owners.**
- 3. Advisors and management consultants**, seeking to develop their skills in managing and promoting innovation.
- 4. Other professionals** in the private or public sector working or considering roles with an element of business innovation.

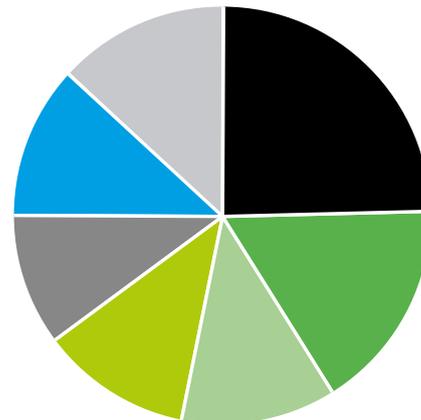
MBI Participant's profile



Gender
■ Male
■ Female



Current Position
■ Managing Director (35%)
■ Sales and Marketing (24%)
■ Innovation (18%)
■ Finance (6%)
■ Others (6%)
■ Quality (6%)



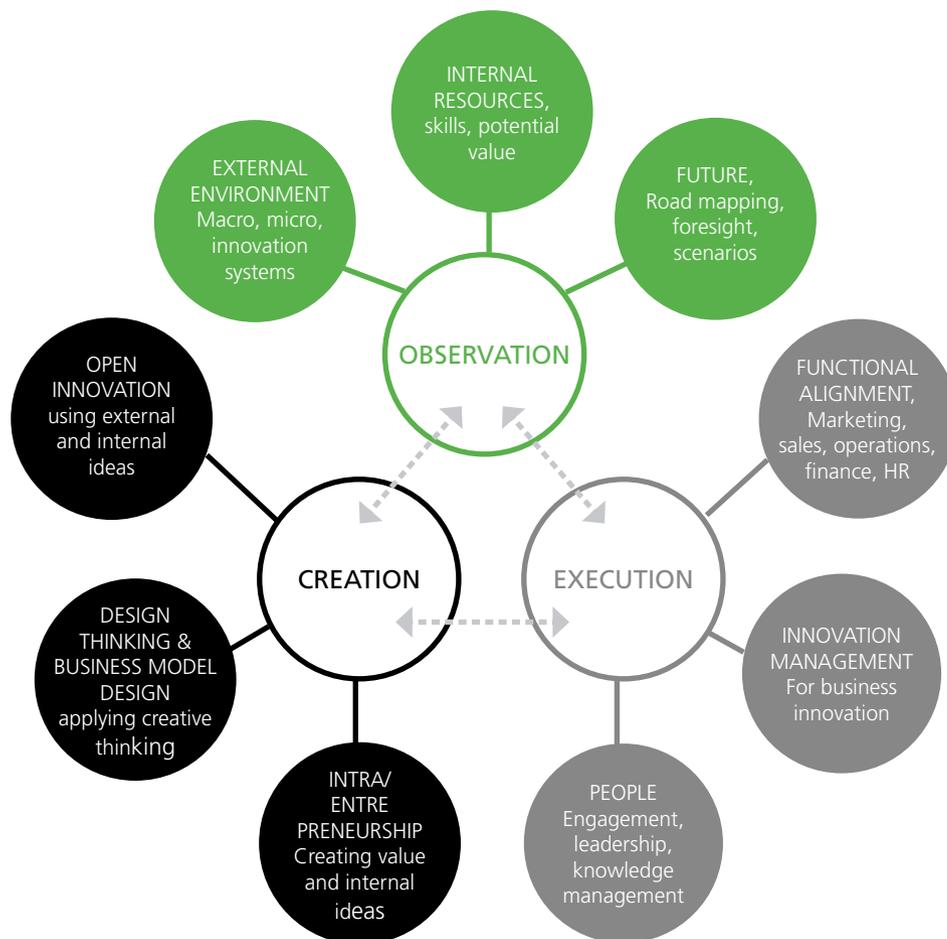
Sector
■ Manufacturing (24%)
■ Consulting (18%)
■ Research & Development (12%)
■ Tourism (12%)
■ Media (12%)
■ Technology & IT (12%)
■ Others (12%)

Programme Focus

The Approach to Observation: Business Innovation needs deep strategic analysis (Observation) to understand the external environment at all levels (Macro, industry, micro, innovation systems), the internal situation of the company (resources, skills, potential and value) and foresight, road mapping and scenario analysis to forecast market threats and opportunities.

The Approach to Creation: Together with the use of traditional strategic options to maintain and develop the company (internationalisation, acquisitions etc.), we propose developing specific solutions to solve problems, attain opportunities and challenges by developing an open environment, using design thinking methodologies and nurturing an intra/entrepreneurial spirit.

The Approach to Execution: To successfully implement business innovation, managers and leaders need to achieve high levels of employee engagement among their workforce, foster a learning organisation where people can develop their skills with a passion for their contribution to the goals of the company. Orchestrating the different departments and functions is also fundamental to keep them aligned with corporate strategy and finally, managing innovation by constantly adjusting all the drivers that create an innovative organisation will lead to sustainable competitiveness



Programme Content

Module 1 Strategic Analysis for Innovation

Understand the key concepts and techniques to shape companies' innovation strategy.

- Strategic analysis to understand how best to compete and selecting a desired growth strategy
- Scanning the environment for signs of threats, opportunities that might trigger innovation using intelligence and roadmapping techniques
- Alternative business models to provide new solutions to customers

Module 2 Innovation Management

Identify the key stages, methods and critical elements of innovation processes and routines

- Identify innovation sources through latent consumer needs and concept generation
- Understand and manage effective experimentation and prototyping
- Design and improve your product/service development processes

Module 3 Leadership for Innovation

Learn from history how to lead yourself and your organization going forward

- Develop a leadership mindset to discover the best leader within you
- Promote a culture of creativity and innovation within your organization
- Deliver high performance teams and individuals by managing and influencing organizational power and politics

Module 4 Building the Innovative Organisation

The alignment of the key functional areas to facilitate innovation

- Apply Marketing skills with a mindset on business innovation
- Apply Finance tools to translate innovation into value for your company.
- Promote higher levels of Employee Engagement to facilitate initiatives and creativity
- Use Operations Management to align the organizational functions and benefit from your value chain
- Integrate Information Systems

Module 5 Leveraging Innovation: Intra/entrepreneurship

The role of innovation in the entrepreneurial process and in firm creation

- Develop entrepreneurial skills within your organizations through specific practices, incentives and tools
- Promote intrapreneurship within your organization (spin-offs, internal corporate ventures, etc.)
- Learn to exploit innovations in terms of IPRs, sale of licenses and the like

Module 6 Global Innovation Hot Spots

Learn about distinctive innovation models from around the globe – where do you see your organization next?

- Investment in education and innovation systems (Scandinavia in Europe)
- Speed of expansion in global markets (Silicon Valley in the US)
- Investment in R&D and global relationships (Asia)

Business Innovation Project - Innovation in practice

What is the objective of the Business Innovation Project?

Throughout the MBI programme, participants will develop a Business applied project relevant to each participant's organisation or personal interest based on cutting-edge issues in the field of business innovation, with the support of experienced tutors. The development of this project is an integrative learning experience that ties together all of the various threads of the Programme and facilitates their real world application.

In general, the project is designed to be:

- Relevant for the participant and, for participants with a corporate affiliation, the organisation
- Based on cutting-edge issues in the field of business innovation in your company or start-up
- With real world application, having immediate managerial/business implications

What are the outcomes and benefits of the Projects?

The Business Innovation Project may cover any aspect of business innovation in any business, industrial, public sector or third sector organization, anywhere in the world. Some examples of the outcomes of recent projects have included, amongst others: the design and development of a methodology and tool to manage knowledge within and outside an industrial firm; the transformation of a financial entity management model into a process based management model.

What participants say about the Business Innovation Project?

The view from participants is that the value of the Business Innovation Project for them and their companies is formidable because they are able to learn business innovation in practice recognizing an opportunity, problem or challenge, developing the project and creating value.

What are some of the topics from the MBI programme applied to the project?

The MBI participants are interested in creating value by building innovative business and promoting effective innovation practices. Some participants will consider more external oriented projects with the focus on business innovation, while other participants will focus on more internally oriented projects with the focus on managing innovation.

Main areas of business innovation from which to select the project:

- Strategic innovation
- New product / service development
- Innovative culture/ organisational change
- Business model design
- Innovation Process Management
- Entrepreneurship, intrapreneurship
- Speed up market commercialisation
- Identify innovation opportunities in the value chain
- Knowledge management inside and outside the company
- Developing and validating innovation projects related to the organization



"I would recommend the MBI program to the person who wants to define the future, to the person who has an internal drive to create meaningful change in the world, and most importantly, to the person who wants to lead innovation and not be a product of the change that is happening, but really be the agent of change"

Michelle Royal (USA)
CEO, Founder
RIDG: Royal Innovation Design Group, The Change Agency.
MBI 2013

Individual Development Programme

The Masters offers the possibility to take part in individual sessions with an executive coach, to work through the participant's skills and capabilities in order to improve their own professional development and effectiveness. In particular, the sessions can help you:

- Develop self awareness on what you are capable of achieving and where you need to make changes and improvements
- Keep you focused when facing challenges and difficulties
- Identify and maximise your business ideas and opportunities



Faculty

Internationally recognised as leaders in their areas of specialisation, the MBI faculty will bring years of experience in the different fields. The work of the MBI faculty is grounded in research, publishing, teaching and consultancy. Faculty members include:

Laura Albareda

Laura Albareda is Assistant Professor of Sustainability Strategy in Deusto Business School. She has worked as a researcher at the Institute for Social Innovation and as Assistant Lecturer in the Department of Social Sciences at ESADE. She has recently been postdoctoral fellow at the Carroll School of Management of Boston College and visiting researcher at Boston College Center for Corporate Citizenship. Her research focuses on sustainability and theory of business enterprise, business in global governance, stakeholder management and multistakeholder dialogue and socially responsible investment. Her research work has been published in specialised journals such as: Journal of Business Ethics, Business Ethics: A European Review, Journal of Corporate Citizenship, and Journal of Corporate Governance: The International Journal of Business in Society and Business and Society Review. She is co-author of the book: Governments and Corporate Social Responsibility: Public Policies beyond Regulation and Voluntary Compliance.

Henar Alcalde

Henar Alcalde is a Researcher at Orkestra-Basque Institute of Competitiveness (Spain). Previously to this she has over five years of experience of teaching in the Business Economics Department at the University Carlos III (Madrid) where she has also taken part in various research projects relating to Innovation Management: Generation, Protection and Operation. Doctorate, Cum Laude, in Business Administration (BA) and Quantitative Methods (QM) (European Mention) and Masters in BA and QM from the University of Carlos III, Madrid. Part of Henar's doctoral studies were conducted at the Copenhagen Business School in the Department of Innovation and Organizational Economics. BSc in BA from the University of Burgos. Her principal areas of interest relate to Open Innovation Strategy, in particular the analysis of collaboration between different agents, knowledge management, technology transfer and the final impact on the results for innovation achieved by the company. Throughout her career she has presented her work at a range of different national and international congresses.

Kerstin Alfes

Kerstin is a Senior Lecturer at Kingston Business School, teaching Human Resource Management and Leadership at undergraduate and postgraduate level. She has worked on several research projects looking at the role of the HR function, public management and employee attitudes to work. She is a member of the Academy of Management, the British Academy of Management, and the Society for Industrial & Organizational Psychology. Kerstin received her PhD from the University of Berne, Switzerland. Prior to this, she received her degree in Business Administration from the University of Mannheim, Germany.

Shahzad Ansari

Dr Shahzad (Shaz) Ansari is a University Lecturer in Strategy at Cambridge Judge Business School, and Visiting Assistant Professor at the Rotterdam School of Management, Erasmus University. He is a member of the Editorial Board of Organization Science and Organization Studies, and a full member of the Erasmus Research Institute of Management (ERIM). He is also a consulting engineer at Thinfilms Inc, providing services to over 150 corporations. His research interests are institutional change; technological and management innovations; knowledge management; new market development; institutional processes in public and private fields; outsourcing and offshoring; technical transitions. He has published in leading academic journals including Academy of Management Review, Research Policy, Organization Studies. Dr Ansari's areas of expertise include strategic management, technological and business model innovation, corporate social responsibility and triple bottom line. He has delivered executive education programs for various organizations, including Shell, British Telecom, Nokia. MPhil, PhD (Univ. of Cambridge).

Steinar Bjartveit

Partner and consultant in B&E Consulting as a Lecturer at the BI Norwegian School of Management, he provides a unique understanding of leadership and management challenges by combining historical and academic perspectives with experimental learning. His approach has been benchmarked by Ashridge as the leading edge of business school innovation. Steinar is an experienced certified management consultant that has worked with several CEOs and top management teams both in Norway and internationally.

Iñaki Garagorri

Iñaki currently works as Partner and Managing Director at OPE Consultores. His areas of expertise include Innovation, Strategy and Organization. He started working in the business and financial sectors (banking, consulting). He continued working in the industrial sector (continuous improvement, organization and people management). Iñaki previous experience includes working for the University of the Basque Country, Industries Tajo, Arthur Andersen, Kutxa, Caja Laboral. Iñaki holds a Degree in Business Administration and Management (University of the Basque Country), MBA (University of Mondragón). Iñaki is completing a PhD at the University of Deusto with focus on Business Innovation.

Marcos Gomez Jimenez

Founding partner of Orbita97, innovation and creativity organization consultancy firm working for Novartis, Panasonic, Telefónica Internacional, Cuatrecasas Abogados, Jazztel,

Grupo Ferrer, Kampio, «la Caixa», Bristol&Mayers and Bankinter, and Director of innovation process introduction programmes for groups of SMEs. He has managed the creation of various technological incubators and has been an advisor on innovation policies for the autonomous governments of Catalonia, Valencia and Cantabria, among others. He is a Director and Co-founder of Software Recognition Pattern and of CRTC. He has published numerous specialized articles and papers. At ESADE, he also participates in Innovation forums such as Agbar; Seminar for General Managers on Innovation and Creativity: International forum for the future prospective with experts of international prestige from Cornell, Stanford, Yale, CSIC, Club of Rome, among others.

Francisco Gonzalez Bree

Francisco works as Academic Director of the MBI and CMO at Anboto named the World's Best Start-up at Innovate! Summit 2010. Cool Vendor in CRM 2011 Gartner. Red Herring 100 Europe Winner. European Seal of e-Excellence 2011, Europe's Prime Award in Innovation Marketing. His work focuses on semantics and artificial intelligence applied to Customer Engagement. Previously his work focused on Technology Systems, Interfaces and Devices working for over 15 years in managerial positions (RBS, Computershare and Wincor Nixdorf) and Tutor at ESADE (Program for Owner-Managers). BSBA from Saint Louis University, MBA from the Edinburgh University, MBI from Deusto Business School, PDP from ESADE, DBA from Kingston Business School and Chartered Marketer status by CIM. As an artist he has done several exhibitions (oil painting, photography, collages).

Bart Kamp

As Head of Orkestra's Strategy Department, Bart is in charge of coordinating and implementing the Department's research agenda, which focuses notably on: innovation and internationalization strategies of private businesses. In addition to his work for Orkestra, Bart is a lecturer in strategic management of start-ups at the Université Catholique de Louvain-la-Neuve (Belgium). He is also a member of the editorial board to Industrial Marketing Management (Elsevier Science); the fifth most influential marketing journal in the world. Bart has acted as researcher and consultant on e.g. innovation policy, industrial competitiveness, (foreign) investment climate, and regional development issues for the European Commission, and for governmental organizations and multinationals from various European countries. Bart has extensively authored on market imperfections and support policies in the field of transport and infrastructure development, innovation affairs, and international business and inter-organizational networking. He has published in refereed journals and has brought out several books on these topics.

Oswaldo Lorenzo

Oswaldo Lorenzo is professor of Operations and Information Systems in Deusto Business School. He was previously professor of Operations and Technology at IE Business School. He has been guest professor and visiting scholar in Manchester Business School, INCAE, IESA, Tec de Monterrey and Bourdeaux School of Management. He has advised a number of companies in Europe and Latin America. He has written

papers and articles that have been published in journals like California Management Review, Journal of Business Ethics, and Communications of Association for Information Systems. He is author of the book Long Conversation: Maximizing Business Value from IT Investments, recently published by Palgrave McMillan.

Edurne Magro

Edurne Magro is a Researcher at Orkestra-Basque Institute of Competitiveness (Spain). Prior to joining Orkestra, she has ten years of experience in working on European, national and regional projects related to innovation and competitiveness at Tecnia. Edurne's primary research interests are in innovation systems and policy, the evaluation of public policies and policy learning processes, themes in which she has coordinated research projects and written several academic articles. Edurne has a BSc in Business Administration from the University of Deusto and is about to defend her doctoral thesis on the evaluation of innovation policies.

Tim Minshall

Tim Minshall is a Senior Lecturer at the University of Cambridge Centre for Technology Management and coordinator of the Technology Enterprise Group. His research and teaching interests are focused on open innovation, funding of innovation and university industry technology transfer. He is also a nonexecutive director of St John's Innovation Centre Ltd, Cambridge. Prior to joining the University in 2002 he was a fulltime member of the management team of St John's Innovation Centre Ltd. He has managed a series of projects funded by the Gatsby Charitable Foundation to support the start-up and growth of new technology ventures, and to provide analysis of different systems for supporting technological innovation. He has a bachelor's degree in engineering from Aston University, and a PhD from Cambridge University Engineering Department.

Lourdes Moreno

Currently Lourdes collaborates as adviser in several companies and she belongs to several Boards of Directors. Also manager for Business Angel network in BAC+. As a practitioner Lourdes has worked over 15 years in investment banking in London and she was responsible for managing the area of structured finance in Europe. Lourdes has also worked for JP Morgan in the areas of securities, mergers and acquisitions. Currently she collaborates as adviser in several companies. She belongs to several Boards of Directors. She collaborates as guest speaker in numerous congresses. Lourdes has a first degree in Economic and Managerial Sciences from the University of Deusto, MSc from the University Of Sussex (United Kingdom) and MBA from INSEAD.

Mikel Navarro

Mikel Navarro is Senior Researcher at Orkestra's Territory, Innovation and Cluster Division. Mikel Navarro is a lecturer in economics at the Deusto Business School. He specialises in industrial competitiveness and regional innovation systems and has published fifteen books and around fifty articles and scientific collaborations. He is a lecturer on Spanish and world economics at the graduate level, and an economic

environment and regional innovation systems lecturer in the master's and doctorate programmes at the Deusto Business School. He is also the director and lecturer of Orkestra's course "Microeconomics of Competitiveness" (MOC). He previously served as the vice-dean and director of the Department of Economics at the ESTE Faculty of Economics and Business Studies and the academic director of the Basque Institute of Competitiveness.

Carlos Osorio

Carlos Osorio is professor and founding director of the Master on Innovation Program at Adolfo Ibanez School of Management in Chile. His work focuses on innovation processes, design thinking based management, and architecture of complex socio-technical systems. He is affiliated with the Berkman Centre for Internet and Society at Harvard Law School, and was visiting research scientist at the Massachusetts Institute of Technology (MIT) Media Lab, Boston, US. An engineer by training, Carlos holds a PhD in Technology, Management and Policy from MIT and, as a Fulbright Scholar, earned a Masters in Public Policy from Harvard University.

Uday Phadke

Dr Phadke is the Chief Executive of Cartezia, non-Executive Chairman of DezineForce, and a founder-Director of AcceleratorIndia. Dr. Phadke read Engineering at Trinity College, Cambridge, followed by a PhD in aerothermodynamics at the University of Sussex. His professional career over the last twenty five years has spanned technical, operational and business development roles in the engineering, computing, electronics, media and investment industries, punctuated by several spells in academia. He was a founder-Director of Generics and European Director of Computing and Telecommunications for PA Consulting. Over the past ten years, Dr. Phadke has been at the forefront of developing strategies and business models for a wide range of internet and mobile services companies. Dr. Phadke is a Chartered Engineer and a Member of the Institutes of Mechanical, Electrical and Electronic Engineering. He is a Charter member of TIE (The Indus Entrepreneurs & Global Mentoring Organisation). He also teaches from time to time at the Universities of Cambridge, London and Oxford.

Davide Parrilli

Davide is Reader in Economics at the University of Deusto and Senior Research Fellow at Orkestra's Territory, Innovation and Cluster Division. Davide is also Director of the doctorate programme in 'business competitiveness and economic development' at the University of Deusto in collaboration with Orkestra. In the past, he worked as a tenured Lecturer at the University of Birmingham in the UK (2005-2008), Lecturer at the University of Ferrara, Italy (2001-2005), and Researcher and Research Director of Nitlapan, UCA, Managua (1996-2001). He served as advisor for several international organizations, and has published numerous articles in international journals and edited volumes on subjects related to SME development, Clusters and Innovation systems. Davide holds a PhD in economics and industrial development policy from the University of Birmingham, a Master in Development Studies from IDS, Sussex University, a Master in Economics from the University of Turin.

Jaideep Prabhu

Jawaharlal Nehru Professor of Indian Business and Enterprise, and Director of the Centre for India & Global Business (CIGB). Prior to his current position, Jaideep Prabhu was Professor of Marketing and Director of Research at the Tanaka Business School, Imperial College London; University Lecturer and University Senior Lecturer in Marketing, Cambridge Judge Business School. His research interests are in international business, marketing, strategy and innovation. Specific interests include: cross-national issues concerning the antecedents and consequences of radical innovation in high-technology contexts such as banking, pharmaceuticals and biotechnology; the role of firm culture in driving innovation in firms across nations; how multinational firms organise their innovation activities worldwide; the forces that drive R&D location decisions and the factors that influence the performance implications of these decisions; the internationalisation of firms from emerging markets; and innovation in emerging markets. BTech (IIT Delhi), PhD (Univ. of Southern California).

Enric Segarra

Enric is certified by Harvard Business School as a participant-centred learning facilitator. He began his career working as Product Manager for BBVA and Hewlett Packard in Production, Logistics and Finance, supporting New Product Development and Marketing. Managing Director of Geraplant Associates and Member of the board of directors of CORMA SCCL. He joined Buenaldea, a consulting firm on creativity and innovation, as strategic partner. Teaching at ESADE as Director of Professional Masters in Operations and most recently as the Director of the Leadership Development Programmes. Enric teaches Operations Management, Creativity and Innovation in several programmes. He delivered programmes for large multinationals. He has taught at ICDA (Argentina), FAE (Brazil), ORT (Uruguay), BMI (Lithuania) and EGE (Portugal). Visiting Professor at the Art Center College of Design (ACCD) in California. Enric holds a degree in Business Science, an MBA from ESADE, and a degree in Business Administration from Universitat Politècnica de Catalunya (UPC).

Jennifer Stack

Jennifer has been working for 6 years at Tecnalia, initially as a project leader in the Innovation Systems business unit and more recently in the Ventures group which is dedicated to commercialising the technology and capabilities of Tecnalia's research teams within Tecnalia's overall mission to inspire business and generate new innovation-based business opportunities. Senior Consultant at IKEI and Group OTEIC in San Sebastian. Project Team Leader in Strategy & Business Development dept in Cargill US. Marketing Department at SAP Japan and consultant at Price Waterhouse Japan. Jennifer holds a First degree of Arts in Psychology and Literature from Rutgers University and Master of Business Administration from Kellogg School of Management. She has several publications and conference attendance.

Chander Velu

Lecturer in Marketing at Cambridge Judge Business School. Previously Dr. Velu has worked as a consultant with

PricewaterhouseCoopers and Booz Allen Hamilton in London. He is a member of the Institute of Chartered Accountants in England and Wales. He has held visiting scholar appointments at Columbia and MIT, as well as an FME Fellowship at Cambridge Judge Business School. His research interests are in marketing strategy and innovation; antecedents and consequences of business model innovation, product and process innovation; innovation in network industries. BSc (Univ. of Southampton), MPhil, PhD (Univ. of Cambridge), ACA.

Bettina Von Stamm

Director & Catalyst of Innovation Leadership Forum. For the past 20 years Bettina has been an independent thinker at the boundary between business and academia with focus on innovation, with academic rigor, constantly keeping practical relevance in mind. During her independent career she has always placed great emphasis on the combination of research, teaching, writing, and working with large companies, believing that each activity feeds into and supports the others. Her writings include three books, *The Future of Innovation* (Dr Bettina von Stamm and Dr Anna Trifilova) (Gower, 2009); www.thefutureofinnovation.org *Managing Innovation Design & Creativity* (Wiley, 2008, 2nd ed.) and *The Innovation Wave* (Wiley, 2002). Bettina has a «diplom-Ingenieur» der Architektur from Fachhochschule Kiel, MBA from London Business School and PhD from London Business School.

Shai Vyakarnam

Dr Vyakarnam is Director for the Centre for Entrepreneurial Learning (CfEL). He started his working career in small companies, leaving to complete his MBA and PhD at Cranfield School of Management, where he stayed on the faculty for ten years, before taking up a Chair in Enterprise at Nottingham Business School. He has both academic and business interests. His current research includes work on social capital, opportunity recognition and entrepreneurial learning. He has published five books and several papers on entrepreneurship. He has consulted widely with policy makers and his most recent work was on Entrepreneurship Education for the World Economic Forum (January 2009). He currently holds the Otto Monsted Guest Professorship at Aarhus School of Business in Entrepreneurship, Denmark. He is Senior Member at both Darwin College, and Wolfson College at the University of Cambridge, UK.

James Wilson

James Wilson is Head of the Territory, Innovation and Clusters Department at Orkestra-Basque Institute of Competitiveness (Spain) and Lecturer at the Deusto Business School, University of Deusto (Spain). He has previously held a post as Lecturer at the University of Birmingham and has taught at various universities in Finland, Italy, Mexico, Singapore, Spain and the UK. James's primary research interests are in policy-relevant analysis of regional competitiveness and socio-economic development processes, including issues related to governance, networks/clusters, policy evaluation and the benchmarking of socio-economic progress. He has published conceptual and applied analysis of these issues in a wide range of international peer-reviewed journals and academic books, and has participated in various international research projects.

James has a PhD in commerce (University of Birmingham, UK), MSocSci in economics (University of Cape Town, South Africa) and BSc in economics (University of Warwick, UK).

Chris Winter

Dr. Christopher S. Winter, Partner, joined New Venture Partners in 2003. Previously, Chris co-founded Brightstar, BT's corporate incubator in 2000, and acted as its CTO in identifying and building companies spun out by BT. Prior to co-founding Brightstar, he was the Vice President of Engineering at Cyberlife Technologies Ltd., a software start-up based in the United Kingdom. Chris spent the previous twelve years at BT in various positions, including the Head of Futures Research at BT. Chris holds a BA in Biochemistry from Oxford University, a PhD in Physics from Lancaster University and is a Visiting Professor of Systems Engineering at Brunel University. New Venture Partners provides a bridge between technology corporations and traditional venture capital. Starting in 1997 as Lucent Technologies New Ventures Group and operating as an independent firm since 2001, the New Venture Partners team has launched dozens of companies built upon innovations from Bell Labs, British Telecom, Philips, and other major technology companies.



10 reasons for choosing the MBI

- Allow yourself the time and space to **integrate the latest practice and thinking** into your own professional context as you complete the different modules of the Programme.
- Participate in a programme that puts **international benchmarking** at the core, with modules taught in five European cities.
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- Benefit from a **constantly up-dated programme**, where each subject is taught in accordance with the key issues currently in the field and where innovation is treated in a thorough comprehensive way within the reality of company.
- As an initiative of Deusto Business School in collaboration with internationally recognised centers of excellence, such as **Cambridge Judge Business School** (the University of Cambridge), you will be able to experience the world's leading destination for venture capital investment after Silicon Valley.
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- Another unique feature of the MBI is that it allows you to **develop you own innovation project** as an entrepreneur, or an innovation project for your company. Do it throughout the programme, with the tutoring and coaching you need.
- Enhance **your organisation's competitive edge** by deepening your understanding of the complexities behind the organisation and management of innovation processes.
- **Strengthen your network** and benefit from the regional, national and international links of key experts and Programme participants.
- Meet, work and learn with fellow participants in a **cross-cultural environment**.

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Febrero de 2014

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Information and admission

Module 1	Module 2
Deusto Business School Bilbao	City of Florence
12 th – 17 th May 2014	23 th – 28 th June 2014

Module 3	Module 4
Deusto Business School San Sebastian	Deusto Business School Madrid
8 th -13 th September 2014	10 th -15 th November 2014

Module 5	Module 6
Cambridge Judge Business School Cambridge	Deusto Business School Bilbao
26 th -31 st January 2015	16 th -21 st March 2015

Session times for a typical module are as follows:

- Monday to Friday: 9 am - 18:45 pm
- Saturday: 9 am - 1:15 pm

Entry requirements

In order to be considered for the Programme, candidates must be able to demonstrate the following:

- **Professional Experience:** Candidates will have at least five years professional experience in positions of responsibility.
- **Academic Record:** A University degree from a recognised institution of higher education.
- **English Proficiency:** Ability to participate effectively in a programme conducted in English*.

***English Test:** In order to evaluate the candidate's level of English, a recently completed official test (TOEFL; Cambridge, TOEIC or IELTS) or justify a working knowledge of the English language. Depending on the evidence presented, the process may include an internal language test conducted by the University of Deusto.

Course Fees

EUR 19,500

Non refundable application fee of EUR 100 to cover administrative costs. Fees include tuition, learning materials, lunch served during the modules, accommodation during the modules in Florence and Cambridge. It does not include travelling costs.

Fees are payable as follows:

- 10% on reservation of the place
- 50% May 2014
- 40% November 2014

Special Payment Terms

Prompt payment (Early Bird)

- Up to 4 months prior to the start of the programme: **10% reduction** on enrolment fees.
- Up to 2 months prior to the start of the programme: **5% reduction** on enrolment fees.

Alumni

University of Deusto Alumni- MEMBERS: **20%**
University of Deusto Alumni- NON- MEMBERS : **5%**

Organizations

There is a wide range of special payment terms for organizations.

Further information:

rfadrada@deusto.es or **(+34) 944 139 450** (Roque Adrada)

Contact us

For queries regarding the programme, fees, admissions procedure, submission and deadline for applications please contact:

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Academic Director

Francisco González Bree
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WHY SPONSOR?

- To enhance potentiality
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Innovation is undergoing dramatic growth worldwide.

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- Tradition and innovation
- Quality
- Networking

The University of Deusto has a tradition of over 125 years forming people. With its extraordinary projection on the Spanish business panorama, the Deusto hallmark stands for quality. The university focuses on excellence: in academics and in dealing with its students, partner companies and alumni. Quality starts with careful selection of programme participants, but also requires the academic rigour and professional relevance that our school provides.

Deusto has a powerful alumni network with over 70,000 members in more than 30 countries. Deusto Business School is outstanding for the number of alumni that have reached the highest levels of responsibility in the world of politics and business in Spain.

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Contact us:

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eva.eguiguren@deusto.es

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