INNOVATION ENGINEERING®

Helping organizations ignite and sustain a culture of innovation.

EUREKA! RANCH®

HOW

Innovation is what keeps organizations alive.

But not everyone knows how to play a part in it.

Innovation Engineering® training offers programs for every level of employee so your organization can be aligned on a common approach to spark and act on new ideas.

INNOVATION ENGINEERING®

What is a Culture of Innovation?

A Culture of Innovation is about enabling people to take action on ideas by providing them the education, tools, and leadership they need to turn their ideas into reality. When leadership enables employees with strategic clarity, education, and ecosystem support, a transformation of mindset can be seen seen in the culture in as little as 6 months.

It's not uncommon to see statistically significant increases among employees on self reported assessments of optimism, courage, and pride of work. And as a result, everyone wins.

When an organization truly implements all the facets of a Culture of Innovation, a number of clear signs of change emerge:

- **ALL of Your Employees are Innovating.** You are implementing up to 12 ideas per employee per year.
- **Everyone knows their Mission.** The opposite of a suggestion box, Innovation Missions align employees' ideas to leadership's priorities.
- **Employees have a common definition for innovation**, and a common language and structure for collaborating on new ideas.
- **Employee engagement skyrockets**. Employees consider the organization a better lace to work, and have higher respect for senior leaders.
- **Employees have their names on Patents.** Patents and intellectual property are part of the culture.
- **Your Offerings and Customer Solutions will be more Meaningfully Unique.** And when you offer a Meaningfully Unique experience to customers and stakeholders, they are willing to invest more.
- **Your Innovation Pipeline Expands.** Your organization has a pipeline of ideas for achieving your mission and exceeding your goals every year.
- **Speed Improves 6X.** You take ideas to market up to 6X faster because you're aligned and have systems that support speed.
- **Risk Decreases 30 to 80%.** Your innovations have a reduced risk of failure by 30 to 80% because you identify and overcome risks BEFORE you invest.
- **Research Drives Speed & Cost Reduction.** You can do innovation research 20X Faster & at 90% lower cost.
- **Development Success.** You have improved your development success rate by up to 250%.

We'll Meet You Where You Are

Every organization is at a different maturity level when it comes to a culture that embraces innovation. You may be at the very beginning starting from scratch to build processes and practices. Alternatively, you may have a well established innovation ecosystem, looking to turbo charge results with training and tools. Most organizations are somewhere in between, having tried some structured approaches to innovation and are looking for ways to improve ideas, speed up the development process, or get all the stakeholders speaking the same language.

Wherever you are on the journey, we'll tailor the training and activation game plan to meet your needs.

WHAT IS INNOVATION ENGINEERING®

Innovation Engineering (IE) is an academic field of study and a business methodology. It's a complete systems-based approach to thinking of and acting on new ideas.

Innovation Engineering systems are designed to ENABLE a culture where everyone works together on innovation.

When IE is used to develop new products and services, they make it to market faster with reduced risk of failure.

When IE is used to solve everyday challenges, employees feel engaged and empowered to do great work.

Why the name?

Innovation Engineering was chosen as the name for this curriculum as it precisely defines our purpose, mindset, and how we work.

Innovation is about ideas that are meaningfully unique. It's about productive imagination. It's about change, ideas, improvement, and working smarter. Creativity is the creation of the new and novel. Innovation is about unique ideas that accomplish a meaningful purpose. The purpose can be for igniting social change, changing how we work with our co-workers, or simply making a difference in people's lives with a more effective product or service.

Engineering is about applying innovation to the real world. It's about discipline, system reliability, documentation, experimentation, problem solving, and making decisions based on factual data. The chemist studies the compositions, properties, and activity of organic and inorganic substances. The Chemical Engineer applies the chemist's discoveries in the real world of factories and products.

The organizations involved have over

$19 Billion

worth of innovations in active development.

Since 2009 it's taught an estimated

40,000+ people

who work at small companies, global corporations, non profits, universities, & governments from 22 countries.

Innovation Engineering Curriculum. 48 Skills

Pioneered a New Field of Academic Study in 2006 taught at Universities as an Undergraduate Minor & Graduate Certificate

CREATE

helps you create ideas and solve problems.

- Meaningful Uniqueness
- Stimulus & Diversity
- Exploring Stimulus
- Create Sessions 1.0
- Unrelated Stimulus
- Patent Mining
- Insight Mining
- Market Mining
- Advanced Create Methods
- Future Mining
- Wisdom Mining
- Professional Grade Create

COMMUNICATE

helps you articulate ideas and strategies in a way that is impactful and gets people to take action.

- Strategy Activation - Blue Card
- Concept Writing - Yellow Card
- Concept Improvement
- Estimating Concept Value
- Optimizing the Whole Concept
- Concept Feedback Systems
- Advanced Benefit & Proof
- Oomph
- Technology Translation
- Meaningful Marketing Messages
- Real World Communications
- Proactive Selling Pitches

COMMERCIALIZE

helps you experiment, estimate, and create the logic and business case for ideas.

- PDSA Plan, Do, Study, Act
- PDSA - Best Practices
- PDSA - Concept Prototypes
- PDSA - Functional Prototypes
- PDSA - Rapid Research
- PDSA - Reducing Forecast Variation
- Cost & Price Estimating
- Business Models
- Proprietary Protection
- Organizing for Success
- Business Opportunity Recommendation
- Innovation Decisions & Recommendation

SYSTEM Driven LEADERSHIP

helps you see innovation as a system and build out a framework and culture that lives and breathes innovation every day

- Appreciation for a System
- Knowledge about Variation
- Psychology
- Theory of Knowledge
- Strategic Alignment
- Departmental Alignment
- Rapid Research Operations
- Rapid Research Analytics
- Collaboration
- Patent ROI
- Diffusion of Innovation Mindset
- Personal Leadership

What Makes It Unique?

1) University-Vetted. Real-world Applied.

Universities who teach Innovation Engineering for college credit.

THE UNIVERSITY OF MAINE · UNIVERSITY OF NORTH ALABAMA · University of Dayton · COASTAL CAROLINA UNIVERSITY · UNIVERSITY of HOUSTON · UNIVERSITY of LOUISIANA LAFAYETTE

A few of the corporations who have applied Innovation Engineering to solve critical challenges.

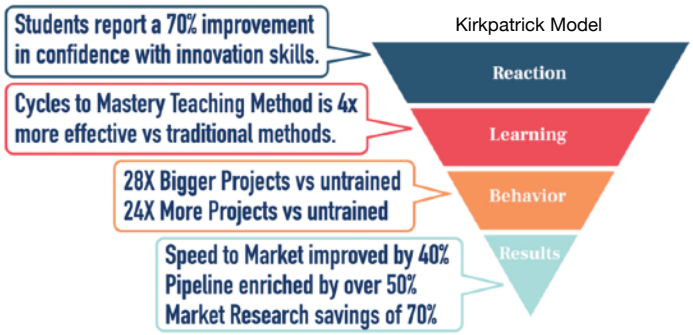
Humana · KRAFT · Gillette · Johnson & Johnson · GSK · BOSE · MEGGITT · NIKE · AMERICAN EXPRESS · Frito-Lay · hp · TOYOTA · ConAgra Foods · CINTAS · Disney Institute · AT&T · P&G · solaris · Coca-Cola

and many more...

2) Develops Entrepreneurial Decision Making

Participants learn that success is about finding a solution that optimizes the whole, not any one part if an idea, product, or organization.

3) Delivers Tangible and Measurable Outcomes



Based on outcomes from Innovation Engineering Mastery Course Participants

BLACK BELT

CERTIFICATION PROGRAM

INNOVATION ENGINEERING®

Innovation Engineering Black Belt Program

Where leaders learn how to build lasting systems and run breakthrough projects

This program and certification give you the means and methods to build reliable systems that accelerate innovation within your organization. You'll learn the 48 skills of Innovation Engineering and then you'll apply that knowledge directly to your role and organization with the one-on-one mentoring of your personal IE Black Belt coach.

Who is it for?

This program is a perfect fit for a leader who is responsible for transformational change to a product line, a business unit, or an entire organization. It's also well-suited for innovation leaders who work to develop specific ideas, manage a pipeline of ideas at various stages of development, and/or design the processes for the organization to follow when pursuing new ideas.

Reasons why people pursue Innovation Engineering Black Belt Certification

There are a number of reasons why people participate. Below are just a few that we hear:

- I was just put in charge of innovation and I don't know where to start.
- I'm on an accelerated leadership track in my company.
- I'm an innovator naturally. I love learning about the cutting edge.
- Innovation is a new key driver in our business, and I need to understand how to do it.
- I'm tired of doing the same old stuff. I need a jolt.
- I'm a leader in my organization and we need to change, but how am I supposed to lead something I myself don't have a handle on?
- Innovation is on my performance criteria.
- Innovation is a ton of FUN!

REAL BUSINESS OUTCOMES

Participants complete six application projects during the program with one-on-one guidance from their IE Black Belt coach. These projects address real challenges their organizations face.

1. **Map Your Current Front End Idea System**
2. **Run a Formal or Informal Ideation Session**
3. **Execute Multiple Rounds of Concept Testing to Improve a set of Ideas**
4. **Build a Model for Estimating the Upside of Ideas in your Pipeline**
5. **Conduct a Trademark or Patent Evaluation for an idea you are pursuing.**
6. **Participants Choose ONE of the Following Concentrations:**
   - Customize the Workflows of Your Innovation Development System
   - Build an Actionable Innovation Strategy for multiple tiers of the organization.
   - Run an Innovation Training session for others in your organization.

Massive Support

INDIVIDUAL TUTORING

The first time you try something new is always the hardest. With one-on-one custom coaching you'll have the confidence and skill to successfully take that first step.

- ✓ **One-on-one coaching calls every 2-3 weeks with your personal coach.**
- ✓ **On the fly adjustments to tailor application projects to you and your organization.**
- ✓ **On call coaching to help you when you need it.**

WHAT PARTICIPANTS SAY

- ***With these assignments I could get feedback on how to customize for our company's specific needs which was really valuable.***
- ***I should say there were some moments that I became WOW, especially when I conducted an overview workshop with employees that they were not familiar with Innovation Engineering at all. It was amazing to see how they were fascinated that they created new ideas using 'unrelated' stimulus. I will remember this moment years from now.***

2 Flexible Formats

Private cohorts can be run for groups of 8 or more.

Private or Public In Person Cohort

- 1.5 days of Video Cycles
- 3 days of in person Lab Cycles at "Mastery Class"
- 12 months from in person days to complete Application & Reflection Cycles to certify
- Meet with IE Black Belt coach every 2-3 weeks after Mastery Class.

Online Self Paced

- 12 months to complete Video, Lab, Application, and Reflection Cycles to certify
- Work one-on-one with an IE Black Belt Coach with bi-weekly coaching calls
- Work at your own pace to fit within your schedule

How This Program is Taught. Patented Cycles to Mastery® Teaching Method + Personalized Projects + Private Coaching

Using this method, you learn by doing! Using the **Cycles to Mastery** method, your instructor guides you through a series of learning cycles. Each cycle has a built-in assessment, like a quiz or a feedback loop. And each cycle can be attempted an unlimited number of times in order to pass it.

- *Video Cycles* introduce you to each of the skills covered in this class. Videos last on average about 7 minutes and are followed by up to three multiple-choice quiz questions, which you must complete successfully before moving on to the Lab Cycles..
- *Lab Cycles* where you will apply what you learned in the videos to provided scenarios to bring the theory to life. You'll complete and submit your work and receive grading and expert coaching from your instructor. When you are applying these skills for the first time, you often fail. (A good lesson for all would-be innovators!) Which is why our instructors are there to give fast feedback, ideas, insights, and advice.
- *Application Cycles* where you will apply your learning to a real-world challenge. When it comes to learning and innovation, it all happens when you take action. Which is why we've created a collection of certification assignments that help you connect the dots between real-world challenges and your new innovation skills.
- *Reflection Cycles are moments* to step back and personally reflect on what you have learned during this program. We ask that you to submit a "significant" reflection at the conclusion of the program work. This helps ensure you will continue to apply what you've learned in your work.
- *Certification* is achieved when all of your work is approved 100% within the program duration.

But don't stress that this work is just a pile on. The program is customized for you. Your personal innovation coach meets with you to create a **Personalized plan** of what you'll work on during your certification - applying it work challenges you have right now. Your **private coach** will then meet with you every 2-3 weeks to help you as you make the learning real.

The result: valuable work, confidence from coaching and 200-400% increase in learning versus the traditional training approach.

Time Commitment: Approximately 75-90 Hours

Access to Tools = 12 Months Throughout the program, participants will get to leverage our cloud-based learning portal with bespoke innovation tools that they will use during their coursework.

Price: $15,000 per participant ($3k Blue Belt Credit - see pg 9)

Innovation Engineering Black Belt Program

Create Your Own Innovation Leadership Portfolio

Throughout the program you will be challenged to break old paradigms and "get your hands dirty" applying your new skills to real work of your choosing. As a result, you'll create a portfolio of work product that demonstrates the value of your new abilities. **Previous Black Belts portfolios have included:**

- Creating a new growth category for the organization (that accounts for 21% of our domestic revenue just 6 months after launch)
- Creating an "Internal Innovation Coaching Agency" inside a large non-profit
- Reinventing strategic planning to increase alignment, buy-in and actionability
- Creating a customer panel to reduce research time from weeks to hour
- Rebuilding the "Fuzzy Front End" to help teams build better ideas faster and easier.
- Organizational design restructuring to allow for internal innovation intern rotations and cross-functional training
- Developing a robust 3-year innovation pipeline
- Streamlining the customer request system to reduce response time and allow for more proactive business development

FAQs

Q. How long does it take to complete?

A. On average, the program takes approximately 75-90 hours of work to complete. But much of that work is on addressing challenges already on your "to-do" list.

Q. What are the course requirements?

A. Mastery class participation requires access to the internet and an electronic device (phone, tablet or computer).

Q. How is this better than any other innovation program?

A. 3 Things make this program unique.

1) Unlike other business courses that are based on third-person research, this course is grounded in front-lines innovation work and hard data from the world's largest database (25,000+) on what drives success and failure. It's been used inside 2,000+ companies like Walt Disney, Nike, Pepsi-Cola, American Express, Procter & Gamble & the US Department of Commerce. The data is so reliable that the curriculum, called Innovation Engineering, is recognized as a new field of academic study with undergraduate and graduate degrees offered at colleges and universities.

2) During the program, you apply your new skills to your work challenges. Many Black Belts say not only did it help them and their organization, but the program actually SAVED them time because they worked smarter to solve challenges faster.

3) You get a dedicated innovation expert as your mentor/tutor/coach for 12 months.

Q. Is this a recognized certification?

A. Yes. An Innovation Engineering Black Belt Certification is an industry recognized credential in innovation. It is issued by the Innovation Engineering Institute – a partnership between Eureka! Ranch and the University of Maine.

Q. Will I get a promotion / better job because of this program?

A. Most people say that this certification made their resume stand out versus others. Some graduates report that the first interview question they're often asked about is the certification - which gave them a great opportunity to talk about their skills but also the applied work they did in the program itself becomes proof that they have skills that they actually use. And, most importantly, many Black Belts who got promoted / better jobs say their new company/boss/board overtly cited that Innovation Engineering Black Belt was a primary driver that got them their new leadership position.

Q. I've already taken IE Blue Belt. What impact does that have on Black Belt?

A. If you already have your IE Blue Belt, you "test out" of 4-hours of the Fundamentals video lessons.

Q. Is it worth $15,000?

A. No. It's worth more than $150,000+. Check out the 10 minute video: 10 reasons why Black Belt is worth 10x what you pay at eurekaranch.com/information-session-registration-10-reasons/ (IE Blue Belts who certified within 24 months get a $3,000 discount.)

Innovation Engineering Black Belt Program

Example Public Cohort Schedule - Including In-Person Mastery Class

Contact Us About a Private Program!

Key Dates	Description
Before In-Person Class	• Complete Pre-Work Video Lessons (~13 hours)
In Person Mastery Class	• Location: Eureka! Ranch, 3849 Edwards Rd, Newtown, OH 45244 • 7:30am Breakfast, 8:00 Start, 12:30pm Lunch, 4:30pm Snack, 7pm Dinner (plus Bourbon Blending Experience on Night 3)
Day 1	• Appreciation for a System • Knowledge about Variation • Psychology • Theory of Knowledge • Unrelated Mining • Patent Mining • Insight Mining • Market Mining • Advanced Create Methods • Future Mining • Wisdom Mining • Professional Create Sessions
Day 2	• Optimizing the Whole • Concept Feedback Systems • Advanced Benefit, Proof, & Name • Oomph • PDSA Rapid Research • Confront Reality - Cost & Price Estimating • PDSA Reducing Variation in Forecasts • Business Models • Technology Translation • Proprietary Protection • Meaningful Marketing Messages
Day 3	• Organizing for Success - Making it Real • Go No Go Decisions • Business Opportunity Recommendation • Strategic Alignment • Departmental Alignment • Rapid Research Operations • Rapid Research Analytics • Collaboration • Patent ROI • Culture Change • Personal Leadership
Next 12 months	• Work on Lab Assignments and Application Projects • One-on-One Coaching Calls Every 2-3 Weeks
By **365 days after In-Person Class**	• Complete All Remaining Lab Assignments • Complete All Application Projects
Upon Completion	**IE Black Belt Certifications will be Awarded**

HISTORY

1986

Eureka! Ranch, originator of Innovation Engineering, was founded more than 35 years ago by Doug Hall.

Doug was at P&G and got a record number of innovations shipped in a short period of time with a tiny staff and budget (9 products in 12 months with a team of 3). He did this by using a systems approach because of his knowledge of the work of Dr. W. Edwards Deming, the inspiration for Lean, Total Quality and Six Sigma.

Doug left and founded the Eureka! Ranch and started helping large companies create big, disruptive ideas, which it continues to do today.

By the early 2000s, it became clear that some companies did not have the systems in place to commercialize the disruptive ideas the Eureka! Ranch created. They would either compromise the ideas (to pass Stage-Gate milestones) or even kill them due to fear of change.

2006

That experience inspired a sabbatical at the University of Maine and the creation of a new field of study, *Innovation Engineering*. It includes 48 skills, or competencies, for creating, communicating, and commercializing meaningfully unique ideas. It also encompasses system driven leadership skills that help innovation leaders implement the system company-wide. Basically, we're teaching people to create disruptive ideas like we do AND what to do next - to make the idea a reality.

While on campus, Doug found that the preacher teacher approach (lecture plus a test) did not work for this curriculum, and results varied from professor to professor. That's when we developed the patented *Cycles to Mastery*® teaching method. Using this method , the instructor guides the student to learn skills through a series of learning cycles. Each cycle has a built-in assessment like a quiz or instructor feedback. And each cycle can be attempted an unlimited number of times in order to pass it. A student may try a Lab 4 times before passing it. They learn the skill AND they learn to become comfortable with the act of trying, failing, adapting, and trying again. The student can't be certified until all their work is approved 100%. No final test needed. That's what we mean by Cycles to Mastery.

2020

We use the exact same teaching approach as we take the skills to companies as professional development. We're making it easier for everyone across the company from the front lines to CEO to learn and apply innovation skills with multiple levels of learning and certification. We have 100s of micro-lessons, tools, badge courses, and certifications programs that can be customized and plugged into your LMS, or you can link to our platform.

Our courses and tools are housed within a cloud based Innovation Hub called *Jump Start Your Brain*. The name comes from Doug's *Jump Start Your Business Brain* book, which was named to the list of the 100 best business books of all time. Doug's latest book, *Driving Eureka!*, covers the 48 skills of Innovation Engineering and how to lead a culture of innovation.

What Leaders Say

SINCE WE'VE DONE (IE) WE'VE SEEN IMPROVEMENTS ON OUR FACTORY FLOOR AND IN OUR PRODUCT DEVELOPMENT.

BILL MATTHEWS, CHIEF EXECUTIVE OFFICER, WORKSITE LIGHTING

WE NOW HAVE A VERY INCLUSIVE WAY OF ACTUALLY CARRYING OUT INNOVATION… THINGS WE WOULD NEVER HAVE COME UP WITH OURSELVES.

BRAEDA MOORE, TECHNICAL DIRECTOR, TE LABORATORIES

I'VE LEARNED THE IMPORTANCE OF RIGOR AND ENCOURAGING OTHERS BUT THROUGH THE LENS OF A BLUE CARD AND SETTING CLEAR ORGANIZATIONAL STRATEGY.

JAIME MATYAS, CEO, STUDENT CONSERVATION ASSOCIATION

WHAT MAKES IE DIFFERENT IS THAT IT'S CLEAR THAT THE METHODS AND TOOLS TAUGHT ARE CRAFTED BY PEOPLE WHO'VE ACTUALLY DONE IT. IT'S CLEAR, IT'S DOCUMENTED, IT'S RELIABLE, IT WORKS.

MIKE SIROIS, CHIEF INNOVATION OFFICER, HIGH LINER FOODS

WE ARE NO LONGER SPORADIC INNOVATORS.
WE ARE SYSTEMATIC INNOVATORS.

JOSEPH OWENS, MANAGING DIRECTOR, CLADA WATER

Learn more EurekaRanch.com