

# Winning With **DISRUPTIVE INNOVATION**



*August 2 to 4, 2017*



*09:00 a.m. to 05:00 p.m.*



**IBA,  
City Campus**

Within two decades of the first workable prototype, the “horseless carriage” not only ended horse carriages as the mode of transportation but also shrank all horse-related businesses to the size of cottage industries. Cars did not just replace horses; they were the foundations of hundreds of new businesses and business models which had been inconceivable only a few years before. When technological paradigms shift old ways of doing business, new business models emerge. Many people believe that we are now living in the middle of another major paradigm shift. Not since the industrial revolution have our ways of working and doing things undergone such fundamental change. From taxis to telecommunication, from education to entertainment, many industries are experiencing fundamental changes to their established business models – and this is just the beginning.

The life of corporations is fast shrinking, and managers need to ask important questions: what disruptive pressures will shape our business in the future? Where will new forms of competition come from? How can we harness new web 2.0 technology to stay ahead in the innovation came? Where will new opportunities come from? In this program, you will explore answers to these questions and develop a working response to the innovator’s dilemma your own organization faces - using the latest thinking in disruptive innovation.



# What will you learn?

This three-day program will help you make sense of disruptive innovation and will give you a starter-kit of concepts and tools to make it work for you.

# Who should attend?

The program is suitable for executives and senior managers who make business or corporate level decisions.





## Learning Outcomes

By the end of the program participants will:

- have a deep insight into disruptive innovation, its key concepts and how they apply to their particular industry, its impact and application in a business/industrial context
- be in a position to start evaluating their business model(s) to provide genuine new value their customers
- be in a position to audit their product portfolios and to start finding ways for identifying and serving as-yet-hidden markets
- be able to analyse their business from its foundations based on a practical understanding of the customer, the job, and the value proposition
- be able to identify the key capabilities their organization possess and the new capabilities that would need to be developed in order to thrive in medium to long-term





## Day Wise Coverage



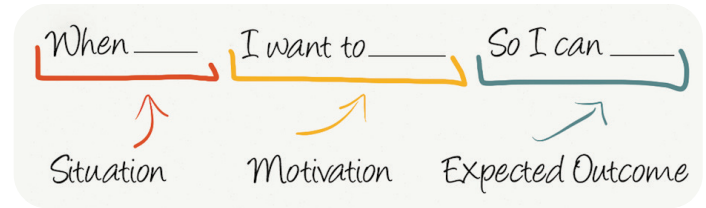
## Disruptive innovation: Concepts, scope and impact

The first day of the program will help participants think about the following questions: how do companies that dominate their industry — such as Kodak and Sears and Motorola — end up being overtaken and overwhelmed? How is it that the same smart, hard-working, experienced leaders who build these great businesses, end up managing them into failure? The short answer is that these companies are usually victims of disruptors — new entrants with initially inferior technology and a seemingly less attractive value proposition who blind-side established businesses.

Managers who understand the different types of innovation and who can harness the power of disruption tend to lead their businesses through several cycles of success. Companies <sup>Omni</sup> such as IBM, Apple and Amazon which keep re-inventing themselves and grow by disrupting their own business models are examples of such success.

This seminar is a one-day deep dive into disruptive innovation. It will take you from the fundamental concept through the theory to practical applications and form the basis for the practical elements for the rest of the program.





## Tools for thinking in a disrupted world

The second day of the program is devoted to gaining a good working knowledge of some of the key tools and techniques of disruptive thinking. The main purpose for gaining mastery of these techniques is to know what the customer wants rather than make what you think the customer wants, and to know the difference clearly between the two.

JobsToBeDone is a technique of identifying why customers buy a particular product or use a specific service. It helps focus on those product elements or service dimensions which meets customers' needs more precisely and for which customers will pay a premium price.

The Value Proposition Framework is a way of identifying the gain-versus-pain trade-off customers make when they purchase a service or a product. In particular, it focuses on identifying the exact problem customers are trying to solve when they purchase your products and how to make it fit customers' needs better.



## Understanding Customers

Once participants have a good grounding on disruptive thinking and its important tools, the purpose in Day three would be to gain experience on new means of understanding customers. Customers don't at times know what they want, what would satisfy their needs – they can rarely articulate what would solve their problems. Asking them using focus groups, interviews or surveys is now considered an exercise in futility due to vast margins of error which exist right from design to deployment to analysis. Instead, new approaches such as enlightened trial and error and agile development de-risk the new product / service design and development process using web 2.0 driven data analytics. The good news usually is low cost, quick development and rich and diverse insight, the bad news often is the ability to ask the right questions, to frame conversations and making sense of it all in a manner that drives informed decision making.

We will look at new approaches such as InnovationJams, Hackathons, Hack and Maker Spaces, Internet-of-Things, Block Chain, Web 2.0, IDEO's Method Cards and other useful approaches to get behind the scenes of how your customers are thinking – to help you develop more robust solutions to the jobs they are trying to do.



## Faculty



The program is led by two UK-based academics of Pakistani origin both of whom consult and teach internationally and remain familiar with the business environment in Pakistan.

### S. Jaseem Ahmad

Associate Professor in strategy and management, Department of International Management & Innovation, Middlesex University Business School, London, UK.

MSc Management Consultancy & Organisational Change, University of London, Birkbeck College, UK; BA (Honours), York University, Glendon College, Canada; Postgraduate Certificate in Research Methods for Business, Middlesex University, UK; Certificate in Marketing (BPAA), University of Toronto, Canada; and Certificate TEFLA (RSA/Cambridge, Thames Valley University, UK.

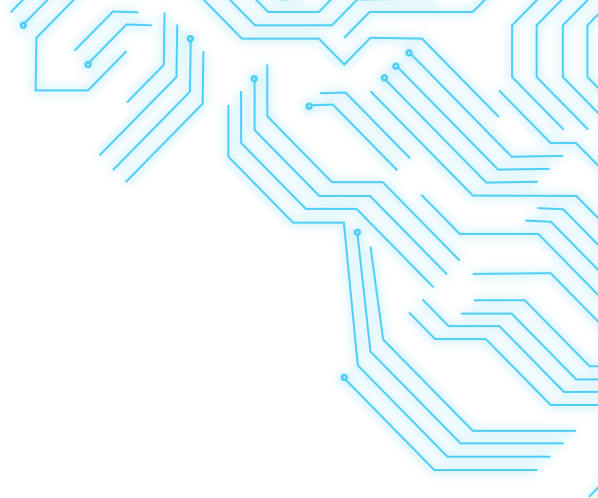
Mr. Jaseem Ahmad is a consultant, Trusted Advisor, Mentor / Coach, Resource Person and Trainer freelance and for Middlesex University. He has over 30 years' experience in teaching at postgraduate level, executive training and consulting. He has been regularly lecturing in areas such as international management, innovation management, strategic management, marketing and E-business, etc.

He has authored and co-authored many publications in the areas of strategy, E-commerce in manufacturing, improving business performance, leadership, decision making and internal stakeholder engagement, corporate social responsibility, etc.. He has read papers at numerous international conferences on areas including; website and portal management, CSR, application of generic strategies to high-tech organizations, innovation and competitiveness, improving performance in manufacturing firms, workforce involvement for key business success, etc. He has consulted for a large number of British, UAE, Canadian and European companies in areas such as FMCGs, Oil & Gas, IT Companies, banks, transportation, logistics, pulp & paper and engineering.

Mr. Jaseem Ahmad has conducted various training programs from Pakistani organisations also including PSO, HBL, BP (Pakistan) and others. Many of his research projects included studies of Pakistani organizations. As such he has good understanding of the local business environment.

He brings a wealth of international experience and expertise having local relevance to the AMP.





## Dr. Ali Junaid Ahmad

PhD in Entrepreneurship, Dublin City University Business School, MSc Management Research, University of Oxford, Said Business School & Hertford College, MSc Analysis Design & Management of Information Systems, London School of Economics.

He has over 18 years of experience as an entrepreneur, manager, and trainer. He teaches at a top Russel Group University in UK at MSc level and its partner institutions in Singapore (Singapore Institute of Management); Turkey (Yildiz Technical University); Malaysia (National Defense University) and Hong Kong (Hong Kong Poly Tech University); and on University programs with participants from Rolls-Royce, BAE Systems, Jaguar Land Rover, Air Bus Industries, etc.

Dr. Ahmad is a well published academic, trainer, coach, advisor, consultant and entrepreneur. His publications in high ranking academic journals present new research in the areas of hi-tech business incubation and technology commercialization, entrepreneurship in technology start-ups, social enterprise and open source software and new forms of entrepreneurial finance such as social venture capital. He regularly publicises his research at international conferences on topics surrounding digital technologies and web 2.0, entrepreneurship and innovation in developing countries and new methods for collecting and analysing large qualitative data sets.

His teaching and learning approaches are leading edge utilizing Lego Mind storms, simulations and new thinking tools such as JobsToBeDone — all of which create an immersive and reflective learning environment. He has supervised over 200 enterprise projects covering a range of innovative applications for a variety of industries as applied to different regions of the world.

# Fees

PKR 75,000/- (plus all applicable taxes)

## Fee includes

- Curriculum Development
- Research and design of the program
- Study materials and take-away documents thereof
- IBA Workshop Certificates
- Group Photographs
- All lunch and coffee breaks during the program.
- Lecture theatres and team rooms
- Technical support
- Project and program management charges
- Each application will be thoroughly screened, and will only be accepted if deemed suitable for the program. Nominations with incomplete application forms will not be entertained.



FinTech  
Innovation Lab



bitcoin



PayPal

# Payment



Payment is due upon receipt of the acceptance of participants to the program along with the invoice. Please ensure that the payment reaches the CEE Office before commencement of the program because seat in the class will only be reserved once the fee is received.

Payment can be made via cheque / bank draft payable to the “Institute of Business Administration, Karachi” at the following address:

Center for Executive Education (CEE)  
IBA, City Campus, Garden/Kayani Shaheed Road,  
Karachi.

For online payments via credit cards:

[http://iba.edu.pk/iba\\_online\\_fee/iba\\_online.asp](http://iba.edu.pk/iba_online_fee/iba_online.asp)

From dropdown 1 & 2 please select ‘CEE Workshops’

Note: Registration is only confirmed when full payment has been received.





Experience  
**EXECUTIVE**

# EDUCATION

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## For Further Information

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