



Innovation Program Curriculum **The Entrepreneurs EDGE**

The Innovation Program is designed to be a unique partnership with universities, students and businesses. This will include an approved **course on innovation** for graduate students which will lead to *intern placements* at companies that are implementing an innovation, managing innovation, or looking to develop a culture of innovation.

While EDGE will coordinate the program, practitioners of innovation will help teach and facilitate the fall class sessions (2009) and will provide access to industry professionals and management teams – utilizing real-world case studies and providing hands-on problem solving scenarios during class sessions.

Interested graduate students will apply to The Entrepreneurs EDGE by submitting a letter of interest, resume, and an academic reference from at least one professor. Qualified students will apply and pay tuition for credit (for an Independent Study or Intern Program) through their host schools. Students may choose to take only the fall class; however, the course is a prerequisite to the spring intern placement. Classes will take place at the Independence Technology Center (6801 Brecksville Road, Independence, OH 44131). (Opening classes to business professionals, too.)

12 classes (Saturdays, 8:30 – 12:00 noon)

Class dates: 9/12, 9/19, 9/26, 10/3, 10/10, 10/17, 10/24, 10/31, 11/7, 11/14, 11/21, 12/5

1) EDGE and Innovation Overview (9/12)

Facilitators: John and Bill Nottingham / John Spirk (Nottingham Spirk)
Peter Buca, Vice President Technology & Innovation (Parker Hannifin)

- What is innovation? What is not innovation?
- History of innovation / Business case for innovation / Drivers of Innovation
- Idea Generation; where do innovations come from?

2) Portfolio Management / Risk Analysis (9/19)

Facilitator: Ken English (Innovative Horizons, Ltd.)

- Managing the generating, prioritizing and protection of developing ideas
- Types of Innovation (Phase Gate, Stage Gate, Portfolio Management, Project Management, Open Innovation)
- Student Self Assessment and comfort level with innovation
➔ Identify creators of innovation and managers of innovation
- Licensing, joint ventures, spin offs, etc.

3) Product / Service Innovation (9/26)

Facilitators: Jon Katz (Inventor; Serial Entrepreneur)
Karl Kussow (FedEx Custom Critical)

- Patents / Legal Issues
- Market assessment – responding to consumer needs
- New applications of existing innovation
- Methods for problem solving

4) Exploring EDGE Companies / Innovative Solutions (10/3)

Facilitators: Peter Broer, Lumitex, Inc.

Fritz Awig, Pressco Technology

Small and mid-market companies' approaches to innovation.

Addressing current problems, issues and opportunities innovatively.

5) Sustainability (10/10)

Facilitator: Holly Harlan (Entrepreneurs for Sustainability)

- Sustainability as a Driver of Innovation
- Biomimicry and Cradle to Cradle approaches

6) Innovation Leadership and Culture / Project Management (10/17)

Facilitators: Amy Fulford (enlight advisors)

Rose Noesges (Energizer Holding Company – Energizer, Playtex, Schick)

- Leadership models / How to establish teams
- Innovation Culture – what is it; how is it different
- Leadership, incentives and recognition, building it into “DNA”
- Sustaining Innovation - cross functional teams, creative chaos environment, relentless growth attitude, etc.
- Inspiring Culture / Coaching
- “Pitfalls” or “derailing” innovation
- Communication between executives and innovators
- Practical realities of a work place

7) Operationalizing Innovation / Product Teardown (10/24)

Facilitators: Nick Bush and team from Newry Corp – Role playing session

- Strategy & Planning versus Innovation Planning – sequence and scope
- Unit strategy and how innovation affects the Business Value Proposition

8) Measuring Success - Managing / Implementing / Continuous Innovation / Quality Initiative

Facilitators: Charlie Brez (NineSigma)

Sam Landers, R&D Fellow, Advanced Concepts (Goodyear)

- Measuring success – how this is different from measuring regular results
➔ Key to success is how it is measured
- How much time and resources to allocate?
- Incentives / rewards to innovators or team of innovators
- Once launched, who “owns” the innovation?
- NineSigma concept – utilizing concepts from all over the world

9) Developing Student Innovation Project Ideas (11/7)

10) Marketing / Promotion / Resource Allocation (11/14)

Facilitators: Elad Granot (Marketing Professor, Cleveland State University)

John Sinchok (President, Step2)

Jon Katz (VP Product Innovation, Pressco Technology)

11) Final Projects / Presentations (11/21)

12) Final Projects / Presentations (12/5)

Grading/Evaluation:

- **Class Attendance and Participation 40%**
- **Short Individual Write-ups 30%**
- **Final Project 30%**

Format

Classes will be facilitator-led discussions on relevant topics by EDGE staff and practitioners of innovation and other management-level guests. Students are expected to ask questions and take the lead in examining issues. Each class will give students the opportunity to be part of a hands-on problem solving experiences.

Attendance

This class is set up to be interactive – attendance, preparation, and active participation are critical for each student’s success. Students’ preparedness will determine if they are ready to be placed for an internship the following semester.

Innovation Article Presentation

Each student will prepare a short (5-minute) presentation on an article (or book) on innovation that they have read. These presentations will be assigned throughout the semester.

Short Write-ups

Following each class, students will type up their notes, highlighting the salient points they learned. Notes will be turned in prior to the next class as a measure of their continuous learning experience. The write-ups should be no longer than one page in length and be completed individually.

Final Project

Students will identify a need and explore an innovative solution – utilizing concepts and ideas addressed during the class. What are the obstacles, threats and opportunities? Students are expected to identify another person with whom to brainstorm possible ideas or solutions (i.e., business professional, professor, fellow student, family member, friend, etc.). Individual chosen should be non-biased in order to provide an objective point of view. The final project will be completed individually. There will be class time set aside for peer learning. The deliverables for the final project are a power point presentation and a two to three page paper of the student’s key points and findings.

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- How they came up with the idea?
- Why there is a need for this innovation?
- How big is the need (market potential)?
 - è Show statistics or resources used to show how you reached the estimate.
- What is the best way to implement this innovation (within an existing company or specific industry, creating a new company, licensing, joint venturing, etc.)?

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- What did they learn through the 10-week class experience? How did it apply to your project?
 - è How did the class assist in shaping your personal or professional goals?

The PowerPoint presentation should take about 10 minutes (plus or minus) followed by Q & A. The presentation should address the issues from the paper – elaborating on the need, potential partners, applications, and process for implementing the innovation.

Assigned weekly readings from leaders of innovation (shared electronically).

People who have assisted with shaping the course curriculum and who will continue in an advisory capacity or assist in teaching sessions during the fall of 2009:

- **Ken English** (Innovative Horizons, Ltd.) - Goodyear, Timken, Abbot Labs
- **Amy Fulford** (enlight advisors)
- **Jonathan Katz** (Pressco Technology)
 - GE Appliance (11 yrs), Head of Innovation; Advanced Product Development
 - Royal Appliance, VP of Business and Advanced Product Development
- **Deb Mills-Scofield** (Mills-Scofield Consulting, Glengary VC)
- **Rose Noesges** (Energizer Holding Co. – Energizer, Playtex, Schick, Edge)
- **Holly Harlan**, President and Founder, Entrepreneurs for Sustainability

In discussion with several companies regarding placing interns in January, 2010, including: Fairmount Minerals, Moen, Pressco Technology, Energizer, Parker Hannifin, Goodyear, Henkel, Lumitex, Carroll Manufacturing and Sales, and more.

Innovation Program Facilitators from EDGE Staff:

Kirk Neiswander is President and Founder of The Entrepreneurs EDGE, a non-profit organization which fosters entrepreneurship, innovation and economic development in Northeast Ohio and focuses on mid-market companies. Kirk was an officer of Enterprise Development, Inc., and created the Entrepreneurial programs at the Weatherhead School of Management in 1983. Over a 22-year career at Case Western Reserve University, he created many new courses, conferences, retreats, breakfast series, recognition events, networking events and specialized services for mid-market companies. Kirk serves as an advisor to a number of smaller growth companies and has developed a substantial level of expertise in creativity/innovation, entrepreneurship, economic development, management strategy and planning as well as managing growth. He has an MBA from the Weatherhead School of Management at Case Western Reserve University in General Management, and a BA from Denison University in Mathematics/Economics.

Christopher Keller is a Program Manager at The Entrepreneurs EDGE – leading the CEOs for NEO Intern Program, developing the Innovation Program, and coordinating other EDGE initiatives. He was raised in the Youngstown area, grew up working for family-run businesses in the Salem area (The Salem China Company and Brass Accents), and earned his bachelor's degree at Bates College and Master's (M.Ed) at John Carroll University. He is an experienced teacher, community leader and organizer and has 14 years of program development and non-profit management experience at The Make-A-Wish Foundation, Greater Cleveland Habitat for Humanity, and The Entrepreneurs EDGE. Christopher is leader with community-based initiatives, is a graduate of Neighborhood Leadership Cleveland, and is active in numerous youth, education, and social justice programs.

Grant Marquit is a Program Consultant with the Entrepreneurs EDGE. An economic development professional for over a decade, Grant specializes in creating educational experiences for senior management teams that focus on Strategy, Innovation, Organization Development, Leadership and Operational Effectiveness. He is a veteran producer of Cleveland's Ingenuity Festival of Art + Technology. He is a co-founder of the non-profit Entrepreneurs for Sustainability and continues to serve on the board, and has also served on several other non-profit boards. He is also a graduate of Cleveland Bridge Builders' flagship program and holds a B.A. from The Ohio State University.

Questions or comments?

Please contact Christopher Keller, Program Director, at Chris@edgef.org or 216-346-6300.

The Entrepreneurs EDGE enhances economic development in Northeast Ohio through innovation and entrepreneurship. EDGE focuses its efforts on the creation of programs, services and events for mid market firms that collectively have the biggest impact on our regional economy. EDGE recognizes, supports, and engages mid-market businesses that export some of their goods or services outside the region – thus bringing new value into Northeast Ohio.