



CInS[®]

Certified Innovation Strategist

GUIDEBOOK



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GInI - The **Global Innovation Institute**- www.gini.org - is an international membership organization providing professional membership associations and certifications in the field of Innovation.

GInI aims to advance individual careers and transform organizational achievements by advancing the profession of innovation leadership. It does this through its globally recognized standards, tools, publications, resources, professional development courses, certifications, applied research, and networking opportunities.

All certificates and accreditations available through GInI reflect the most current methods, trends, and strategies in innovation leadership.

GInI sets the standard for innovation excellence around the globe.



Objective

The GInI Certified Innovation Strategist (CInS)[®] is GInI's recognition of business leaders who have demonstrated an advanced understanding of key topics relating to innovation strategy, business model innovation, customer experience innovation, and opportunity promotion.

CInS certification affirms an individual's proficiency at select advanced innovation methods and tools. This includes innovation strategy formation, the GInI Innovation Strategy Cycle, the GInI Strategic Innovation Compass, the GInI Strategic Innovation Roadmap, strategic innovation portfolios, the GInI Business Model Innovation Framework and Business Model Canvas, the GInI Customer Experience Journey Map, and the GInI Winning Business Plan and Pitch Deck.



Target Audiences

CInS[®] certification is for senior business professionals who desire or intend to take on the role of Innovation Strategist within a business, and thus wish to develop a deeper insight into key areas of Innovation Strategy, including the more advanced forms of Business Innovation.

This person will in many cases work at a Director level within the business developing specific Innovation Strategies and leading Opportunity-Scouting and Needfinding work to define the business' evolving Innovation Portfolio. CInS[®] certification is intended for senior-level managers and directors with several years of business experience. If one has less than four years' experience working in Innovation or a related area, they should first seek CInP[®] certification and at least two years' experience working in Innovation or a related area prior to pursuing CInS certification .

The training associated with CInS[®] certification is designed to impart a deeper understanding of the core elements of Innovation Strategy. This includes: the concept of ongoing relevance and long-term resilience; the broader (internal and external) impact of Innovation ; the innovation strategy definition process; definition process; Strategic Innovation Pathways; Strategic Innovation Vehicles; Innovation Portfolios and Portfolio Mixes Discovery-Driven Enterprise; Needfinding; 10X Breakthrough Innovation; Customer Experience Innovation; Business Model Innovation; and Opportunity Justification via winning business plans and pitches.

The CInS Certification Process

1. Meet the Exam Eligibility Requirements:
 - a. Meet ONE of the following criteria:
 - Hold a CInP Certificate plus a minimum of 2 years of professional experience.
 - A minimum of 2 years of professional experience with a Master's degree or higher.
 - A minimum of 4 years of professional experience with a Bachelor's degree.
 - A minimum of 7 years of professional experience with less than a Bachelor's degree.
 - b. Ownership of the GInI Applied Innovation Master Book®.
2. Pay the exam Enrollment fee.
3. Await the application completeness review and approval by GInI - this may take up to 48 hours.
4. Receive the exam details from GInI.
5. Maintain your accreditation : You must earn 60 Innovation Development Units (IDUs) every 3 years or retake the CInS exam.

CInS Exam Information

1. The purpose of the CInS exam is for you to demonstrate your knowledge and understanding of the CInS body of knowledge.
2. GInI's standard method for administering exams is through computer-based testing (CBT).
Paper based testing (PBT) is available under certain limited circumstances, and by special request.
3. The CInS exam has 120 multiple-choice questions.
These questions are placed in random order throughout the exam.
4. The passing score for the CInS exam is 65%.
5. The allotted time to complete the computer-based exam is 120 minutes.
Some candidates may require less than the allotted 120 minutes to complete the exam.
6. There are no scheduled breaks during the exam, although you may take breaks as needed.
7. You will be unable to pause the timer once you begin the exam. The exam timer will continue counting down even if your computer shuts down.
Therefore ensure that you can remain undisturbed while taking the exam. If your network connection is lost, you can resume the exam where you left off once it is reconnected, but the timer will not pause during this time.
8. You will be able to navigate between the questions in order to go back to previously answered questions and review your answers.
9. For each question, there is only one correct response out of four responses given.
10. Once you submit your answers, you will immediately receive your Pass / Fail result.
11. Once you pass the exam, you can expect to receive your digital certificate within 7 business days.

The CInS Exam Blueprint

The CInS Exam Blueprint identifies the proportion of questions from each chapter of the GInI Applied Innovation Master Book that will appear on the exam. The questions are derived by combining the overall evaluations of importance, criticality, and frequency, and by converting the results into percentages.

The percentages are used to determine the number of questions related to each chapter that appear on the exam.

GInI Applied Innovation Master Book®	Percentage of Questions
Foundations Breakthrough Innovation	27%
Strategic Innovation	23%
Discovery-Driven Innovation	16%
Advanced Innovation Outputs	24%
Promotion of Winning Business Ideas	10%
TOTAL	100%

CInS Exam Content Outline

Setting the Framework - On Relevance

- The World's Challenge - Pace of Change
- Survival - Responsive Resilience
- On Remaining Relevant
- Lives of Business - Shortening
- Companies Still Relevant / Companies No Longer Relevant
- The First Clue - External Realities / Examples Staying In Tune
- Responsive Adaptation
- The Mandate for Relevance / Creative Destruction
- Responsive Growth Strategy / Example
- Using Responsive Growth
- Using Innovation for Responsive Growth

Understanding Innovation

- Why Innovation?
- Innovation Defined
- The Significance of Innovation
- Why Innovation?
- The Point of Business Innovation
- Strategic Innovation

Innovation Strategy Prologue

- The Four Types of Innovation
- The Three Time Frames of Innovation
- Foundations of Value & S-Curves (The Innovation Adoption Model)

Becoming Discovery-Driven

10X Breakthrough Innovation

Finding Our Hunting Grounds - The Search for New Opportunity

Establishing High Level Innovation Strategy

- The Strategic Innovation Pathways
- The Innovation Strategy Portfolio
- The Innovation Strategy Portfolio Mix

Strategic Innovation Vehicles - Driving the Innovation Strategy

- Internal R&D (Organic)
- Partnerships (Extended Organic)
- Corporate Venturing (Inorganic)
- Mergers & Acquisitions (Inorganic)

The Strategic Innovation Mapping Matrix - Leveraging the Vehicles to Achieve the Pathways

Understanding the Experience Economy

- The Experience Economy
- Product Enhancement via Experiences (e.g. fitness trackers)
- Creating the Flow-Through Experience

Designing New Customer Experiences That Deliver Innovation

- Introduction to CXJM
- The CX Design Process

Introduction to Business Model Innovation

- The Context - Business Model Innovation
- Breakthrough Business Innovation Model

The Deeper Impact of Innovation

- Innovation - Beyond Offerings
- Innovation - Internal Impact
- Innovation Grounded in Markets
- Innovation - Opportunity to Do Much More
- The Reason for Innovation
- Rising Tides

Building a Winning Business Plan

- Purpose of the business plan
- Format of the business plan

Building a Winning Pitch Deck

Application Auditing

GInI periodically audits a percentage of applications to confirm the experience and/or education documented on certification applications. The purpose of these audits is to enhance the credibility of the GInI certification program and of GInI's certification holders. For each certification, a specified percentage of applications are randomly selected for this audit.

If your application is selected for an audit, you will be notified by email after payment of the Exam Enrollment Fee is received. The electronic audit notification provides detailed information on how to comply with the terms of the audit. During an audit, you will be asked to submit supporting documentation such as:

1. Copies of your diploma / global equivalent.
2. Letter of experience signed by your supervisor(s) or manager(s) on company letterhead.

GInI provides you with 90 days to submit the requested documentation. If you are able to provide the necessary documentation to meet the terms and requirements of the audit process, the audit should take about five to seven business days to complete. You can send the completed audit forms by regular postal mail to the address below:

Global Innovation Institute

Grand Rapids, MI 49503 USA

GInI will not accept faxed or emailed audit documents. Please send all materials at one time, or in one envelope, to expedite the auditing process.

You may not continue with the certification process until you have complied with the audit requirements. Incomplete submissions will not be processed and will result in failure of the audit. In the case of a failed audit, the certification fee, minus a processing fee will be refunded. The Certification Department will address further actions on a case-by-case basis.

Maintaining Your CInS Certification

Your certificate is active for a period of three (3) years, beginning on the day you initially pass the certification exam. In order to maintain your certification, you must obtain the required number of Innovation Development Units, or IDUs, within those three (3) years, and prior to the certificate expiration date.

The required IDUs for your CInS certification is: 45 IDUs during each 3-year cycle.

Within 6 weeks of your certificate expiration date, you must submit a Continuation Application in which you will self-certify your completion of the required IDUs and pay the continuation fee. If you have failed to achieve the necessary number of IDUs, you can maintain your current certification by retaking the certification exam again before the end of your 3-year certification cycle.

You can also reinstate a lapsed certification by retaking the certification exam again.

1. Continuing Education (40 IDUs maximum)

You can earn 40 IDUs in continuing education. There is, however, a limit of 15 hours for video conferences, audiotapes, webcasts and podcasts. You will earn one (1) IDU credit hour for every hour of continuing education, not including registration, meals, breaks, exhibit hall time, "pre-work," etc.

Continuing Education activities include:

- College and University Courses
- Conferences and Seminars
- Workshops
- E-Learning Courses
- Webinar / Webcasts, Video-conferences (15 IDUs limit)

2. Instruction / Teaching (30 IDUs maximum)

Instruction / teaching activities include:

- 1 - Conducting a formal presentation within your organization.
- 2 - Teaching a course or workshop or presenting a seminar or conference session.

You may earn recertification IDUs only for the first time you give the same presentation or teach a course, workshop, etc., even if you present to different audiences. You earn 1 IDU for every hour of presentation time.

Maintaining Your CInS Certification

3. On-the-Job-Experience (30 IDUs maximum)

You can earn recertification credit for a first-time on-the-job project if it adds to your Innovation knowledge. Examples of projects that earn credit include:

- a. Research and design of an Innovation Strategy.
- b. Research, design, and implementation of an innovation tool or system.
- c. Participation in an Innovation Senior Committee and implementing procedures through the organization.
- d. Development of an Innovation Strategy Framework.
- e. Innovation Lab implementation.

Recording on-the-job projects:

To earn IDUs in this category, you must describe in your application how this project added to your Innovation knowledge. For any first-time work experience, it is likely that you will spend more time researching, designing, and implementing the new work product than the maximum available in this category. To record your time:

- 1 - List the work project(s) and the duration dates.
- 2 - Calculate the number of hours spent on the work project.
- 3 - If the time spent on the work project(s) exceeds the 30-hour maximum, request the maximum number of IDUs.

4. Research and Publishing (20 IDUs maximum)

You can earn IDUs in this category by conducting primary research on an Innovation-related topic and then writing and publishing the results of that research in a scholarly Innovation journal or publication. Your research must be independent of your regular job duties.

Examples of research and publishing that earn IDUs include:

- Solely writing an article that is published in a journal or periodical (10 IDUs).
- Making a significant contribution to a published text, such as a textbook (10 IDUs).
- Co-writing or editing an article or a chapter in a textbook (5 IDUs).
- Developing an Innovation video (5 IDUs).
- Writing and publishing a fact-based blog post covering subjects related to the Innovation field (1 IDU per post, a limit of (20) IDUs during three years' certification cycle) – must be approved by and published on GInI website.

Maintaining Your CInS Certification

5. Writing Exam Questions (20 IDUs maximum).

IDU Credits

You can earn IDUs by submitting questions for potential use on a GInI examination. GInI awards one (1) IDU for every two (2) exam questions accepted, with a limit of 20 IDUs during each three year certification cycle .

After your submitted exam questions have been accepted, GInI will send you a formal notice of acceptance and issue your IDUs .

GInI welcomes all certified practitioners to submit high quality questions to be considered as potential exam questions. This involves writing a series of questions and their associated answer choices aligned to a specific GInI certification. Submitted items go through a rigorous review process by a panel of GInI master trainers .

Terms & Conditions for Question Writers / Submitters

To be eligible to write and submit exam questions for a given GInI certification, the individual must be actively certified in that particular certification . One may submit proposed exam questions to GInI at any time. GInI accepts both electronically-formatted and hard copies of proposed questions . Questions are applied through GInI's professional membership portal under IDU submission.

Questions submitted for prospective use on a GInI examination must apply to GInI's blueprint for that particular certification exam.

Questions submitted to GInI become the sole legal property of GInI.

Questions submitted must be the submitter's original work and cannot be copied from materials which are copyrighted, owned, or created by another individual or organization. Those submitting questions found to not be their own original work may incur severe administrative and legal penalties.

For the purposes of confidentiality and security, those submitting questions to GInI must agree in advance that they will not disclose the content of any submitted question, submit them to other organizations, or use them for any other purpose. Similarly, they must also agree in advance to destroy all physical and electronic copies of submitted questions and scenarios, as well as any physical or electronic materials relating to them.

By submitting a question or scenario to GInI, the submitter is agreeing to these terms and conditions.

Question-writing Guidelines

To determine whether or not a given topic can produce good exam questions, first ensure that the topic is covered in the corresponding certification examination blueprint.

Questions should reflect methods and practices which are currently in use in the field of innovation:

Questions must be formatted as multiple-choice questions having the following attributes:

- a- the question **the stem**
- b- the one correct answer **the key**
- c- three (3) additional incorrect answers **the detractors**

State the problem clearly. Examinees should understand exactly what is being asked of them. Use a question format rather than an incomplete statement format .

Use simple, precise, and unambiguous wording, and ensure that the wording is grammatically correct .

Present questions with positive phrasing and avoid using negative phrasing .

Use complete terms and spell out acronyms and abbreviations. Do not use abbreviations or acronyms that are not commonly used unless the question is explicitly intended to test that specific item of knowledge .

Each multiple-choice question is to have only one correct answer .

Ensure that the intended correct answer is clearly the best option from among the options presented.

Avoid making the correct answer appear materially different from the detractors, such as by being noticeably shorter or longer than the detractors. Maintain all answer options with relatively consistent appearance, complexity, and length .

Do not write questions that are based on textbook, verbatim phrasing, or that are based on the opinions of a single author or text. Examinees should not have to memorize a particular textbook in order to answer a question correctly .

Though questions can cite a textbook as a reference, the application of knowledge tested by the question should be universal in practice .

GInI's Question Review Process

GInI's Master Trainer Committee reviews all question submissions. Questions which meet GInI's criteria are then further reviewed by a working group of subject matter experts for possible inclusion on future certification exams.

Each question goes through several technical / editing reviews in order to verify its technical content, and to ensure that it:

- is current and valid .
- reads well without providing any clues as to the correct answer.
- is capable of performing well on an examination.

Questions meeting GInI's high quality standards may be used on a corresponding GInI certification exam.

Whenever an edition of a certification exam is either created or updated, GInI will select from amongst these high quality questions to meet that examination's specifications, and to also achieve good distribution from amongst the relevant domains, topics, knowledge, skills, and tasks involved .

Credential Re-examination

If you have failed to achieve the necessary number of IDUs, you can maintain your current certification by retaking the certification exam again before the end of your 3-year certification cycle. You can also reinstate a lapsed certification by retaking the certification exam. To retake the certification exam, reapply through My GInI.

Note: the following are the guidelines for the re-examination.

1. Take the exam before your certification cycle ends.
2. Re-certify only for your current certification type.
3. Wait at least 12 months from your most recent certification date before retaking the exam.
4. Adhere to the same exam-application policies and procedures and pay the same Exam Enrollment Fee as first-time exam takers.

The Investment

Obtaining CInS Certification	Member	Non Member
Exam Enrollment Fee	550 USD	650 USD

Maintaining CInS Certification	Member	Non Member
IDU Application Submission Fee <i>every 3-year cycle*</i>	100 USD	150 USD

Refund Policy

You can receive a refund, less a USD 100 processing fee, if you fail to meet audit requirements (refer to GInI Audit Process section of this guidebook for details on the audit process).

GInI will NOT provide you with a refund in the following instances:

- 1- *If you have scheduled the exam and did not take it, nor provided the necessary cancellation/rescheduling notification to GInI, you will not receive a refund. Again, you will forfeit the fee and not be able to apply it to anything else.*

To request a refund, please fill out the Exam Refund Request Form available on GInI's Download Center and send it to refund@gini.org.



Tel: +1 877 276 7701 | Email: gini@gini.org | Web: www.gini.org

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