# CCInO®

## Certified Chief Innovation Officer

### 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.

**GInI**® **GLOBAL INNOVATION INSTITUTE**®

## Overview

The GInI Certified Chief Innovation Officer (CCInO)® is GInI's recognition of senior business leaders who have demonstrated an advanced understanding of key topics relating to enterprise innovation, innovation groups, innovation strategy, innovation spaces, management & workplace innovation, and other leading innovation practices.

CCInO certification affirms the individual's proficiency at executive-level innovation practices and methods, including such practices and methods as: strategic innovation portfolios, the GInI Strategic Innovation Roadmap, enterprise innovation programs, the GInI Enterprise Innovation Architecture, management innovation, workplace innovation, the GInI Experiential Human Innovation Framework, innovation group design, innovation space design, outcome-driven innovation, discovery-driven innovation, and innovation maturity.

For those executives wanting to transform businesses into innovation powerhouses, certification as a GInI Certified Chief Innovation Officer distinguishes you as having the knowledge and ability to drive a highly-capable program of sustained innovation output. It is a valuable professional asset that signifies your ability to use innovation strategically and holistically, and to reinvent businesses so as to give them a culture of innovation and turn them into well-run engines of innovation that ensure their resilience well into the future. It also signifies your ability to leverage structures, processes, and strategies to maximize innovation's impact on the business' short-term and long-term growth agendas.

## Target Audiences

CCInO® certification is for executive-level business leaders who desire or intend to take on the role of Chief Innovation Officer within a business (or an equivalent executive role), and thus wish to develop a deeper insight into the structure and operation of Enterprise Innovation Programs (programs designed to deliver sustained, enterprise-wide innovation). This person will in most cases work at the executive level building, leading, and expanding the business' own innovation program.

CCInO® certification is intended for seasoned business executives with substantial business experience. If one has less than seven years' experience working in Innovation or a related area, they should first seek CInP® and/or CInS® certification and at least four years' experience working in Innovation or a related area prior to pursuing CCInO® certification.

The training associated with CCInO® certification is designed to impart a deeper understanding of the core elements of Enterprise Innovation. This includes: understanding Strategic Innovation; Innovation Strategy (Pathways, Vehicles, and Portfolios); structural market changes and Responsive Growth Strategy; Enterprise Innovation Architecture (Foundations, Procedures, Financing, Enablers, Engagement, and Reinforcement); Management and Workplace Innovation; Core Innovation Groups; Innovation Spaces; focused Innovation work; and Innovation Maturity.

## The CCInO Certification Process

1. Meet the Exam Eligibility Requirements:

    a. Meet ONE of the following criteria:

- Hold a CInP Certificate plus a minimum of 4 years of professional experience.
- Hold a CInS Certificate plus a minimum of 3 years of professional experience.
- A minimum of 5 years of professional experience with a Master's degree or higher.
- A minimum of 7 years of professional experience with a Bachelor's degree.
- A minimum of 10 years of professional experience with less than a Bachelor's degree.
- A minimum of 2 years in a similar C-level role (e.g. CEO, CTO, CMO, CIO, BU GM, EVP, etc.) in an organization similar to where one intends to apply the CCInO certification, regardless of 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 yrars or retake the CCInO exam.

# CCInO Exam Information

1. The purpose of the CCInO exam is for you to demonstrate your knowledge and understanding of the CCInO 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 CCInO exam has 130 multiple-choice questions
   These questions are placed in random order throughout the exam.
4. The passing score for the CCInO exam is 65%.
5. The allotted time to complete the computer-based exam is 130 minutes
   Some candidates may require less than the allotted 130 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 CCInO Exam Blueprint

The CCInO 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 of Strategic Innovation | 8% |
| Growth & Innovation Strategy | 16% |
| Enterprise Innovation Architecture | 62% |
| Management Innovation and Workplace Innovation | 5% |
| Innovation Teams and Spaces | 5% |
| Driving Focused Innovation Work Products | 4% |
| **TOTAL** | **100%** |

# CCInO Exam Content Outline

**Foundations of Strategic Innovation**
- Innovation Defined / The Point of Innovation
- Why Organizations Fail at Innovation
- Strategic Innovation - What You Need to Know
- Foundations of Value / Diffusion of Innovations / S-Curves
- The Four Types of Innovation
- The Three Innovation Time Frames
- External Realities

- **The Role of Innovation Strategy - What we WANT to do, and WHY**

**The Strategic Innovation Pathways**
- Value Extraction - Market Exploitation
- Value Capture - Market Perpetuation / Market Penetration / Market Broadening
- Value Creation - Market Escalation / Market Expansion / Market Creation

**The Strategic Innovation Vehicles**
- Internal R&D (Organic Growth)
- Partnerships (Extended Organic Growth)
- Corporate Venturing (Inorganic Growth)
- Mergers & Acquisitions (Inorganic Growth)

**The Innovation Strategy Portfolio & Selection Matrix**
- The Strategic Innovation Portfolio Mix
- The Strategic Innovation Matrix - Leveraging the Vehicles to Achieve the Pathways

- **Understanding the Front End / Mid Zone / Back End of Innovation**

**Understanding Enterprise Innovation**
- The Point of Enterprise Innovation - HOW We Go About Pursuing Strategic Innovation
- Making Enterprise Innovation Really Happen - Layout of the 18 Elements of Corporate Innovation

**EI Foundation**
- Sponsorship & Leadership
- Philosophy / Beliefs
- Values
- Culture & Environment

**EI Procedures**
- Structure & Relationships
- Governance Processes
- Governance Metrics
- Roles & Responsibilities

**EI Financing**
- Funding
- Budget Management
- External Investment

**EI Enablers**
- Training & Resources
- Discovery & Insights
- Technology & Infrastructure
- Networks & Ecosystems

**EI Engagement**
- Mechanisms of Engagement

**EI Reinforcement**
- Recognition & Rewards
- Public Relations

# CCInO Exam Content Outline

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**Management & Workplace Innovation - A New Kind of Organization That Gets Innovation Done - XHIF**
- The Corporate Mandates
- The Market Mandates
- The People Mandates

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**Building a Core Innovation Group**
- What Do We Look for in Core Innovation Teams?

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**Designing Innovation Spaces**
- Innovation Common Space Design
- The Innovation Lab
- Nine Principles of Innovation Space Design

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**Driving Focused Innovation Work Products**
- Innovation-Driven Design Work
- Driving Focused Innovation Efforts
- Outcome-Driven Innovation (ODI)
- Discovery-Driven Innovation (DDI)

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**Structural Market Changes & Responsive Growth Strategy**
- Dealing with Structural Change in Markets
- Responsive Growth Strategy - How Traditional Strategic Planning Gets Replaced

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**Innovation Maturity & The CInO's Role**
- Understanding the Idea of Innovation Maturity and Why This Is Important
- The CInO Role with respect to Innovation Maturity

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## 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 CCInO 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 CCInO certification is: 60 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 CCInO 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.

**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 .lhigh 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 CCInO Certification | Member | Non Member |
|---|---|---|
| **Exam Enrollment Fee** | 750 USD | 850 USD |

| Maintaining CCInO  Certification | Member | Non Member |
|---|---|---|
| **IDU Application Submission Fee** *every 3-year cycle\** | 120 USD | 170 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 .

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