

CCInO®

Certified Chief Innovation Officer

GUIDEBOOK



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

The institute 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 available through GInI reflect the most current methods, trends, and strategies in innovation leadership. These are continually updated to the latest internationally-recognized practices across the many domains of innovation.



Objective

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. Submit the Exam Application to GInI.
3. Pay the Exam Enrollment Fee.
4. Await the application completeness review and approval by GInI – this may take up to 48 hours.
5. Receive the exam details from GInI.
6. Complete the exam within the Exam Eligibility Period (1 year): from the date of the application approval, you can take the exam up to 2 times during this 1 year period.
7. Maintain your certification: You must earn 60 Innovation Development Units (IDUs) every 2 years 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.
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 Certificate within 6-8 weeks.
12. If you fail the exam on your first attempt, you may re-take it two more times within your 1 year eligibility period. For more information on this, please refer to the FAQ section at www.gini.org/frequently-asked-questions.

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%
Growth & Innovation Strategy	62%
Management Innovation and Workplace Innovation	5%
Innovation Teams and Spaces	5%
Driving Focused Innovation Work Products	4%
TOTAL	100%

CCInO Exam Content Outline

<p>Foundations of Strategic Innovation</p> <ul style="list-style-type: none"> • 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 	<p>Understanding Enterprise Innovation</p> <ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • The Role of Innovation Strategy - What we WANT to do, and WHY 	<p>EI Foundation</p> <ul style="list-style-type: none"> • Sponsorship & Leadership • Philosophy / Beliefs • Values • Culture & Environment
<p>The Strategic Innovation Pathways</p> <ul style="list-style-type: none"> • Value Extraction - Market Exploitation • Value Capture - Market Perpetuation / Market Penetration / Market Broadening • Value Creation - Market Escalation / Market Expansion / Market Creation 	<p>EI Procedures</p> <ul style="list-style-type: none"> • Structure & Relationships • Governance Processes • Governance Metrics • Roles & Responsibilities
<p>The Strategic Innovation Vehicles</p> <ul style="list-style-type: none"> • Internal R&D (Organic Growth) • Partnerships (Extended Organic Growth) • Corporate Venturing (Inorganic Growth) • Mergers & Acquisitions (Inorganic Growth) 	<p>EI Financing</p> <ul style="list-style-type: none"> • Funding • Budget Management • External Investment
<p>The Innovation Strategy Portfolio & Selection Matrix</p> <ul style="list-style-type: none"> • The Strategic Innovation Portfolio Mix • The Strategic Innovation Matrix - Leveraging the Vehicles to Achieve the Pathways 	<p>EI Enablers</p> <ul style="list-style-type: none"> • Training & Resources • Discovery & Insights • Technology & Infrastructure • Networks & Ecosystems
<ul style="list-style-type: none"> • Understanding the Front End / Mid Zone / Back End of Innovation 	<p>EI Engagement</p> <ul style="list-style-type: none"> • Mechanisms of Engagement <p>EI Reinforcement</p> <ul style="list-style-type: none"> • Recognition & Rewards • Public Relations

CCInO Exam Content Outline

Management & Workplace Innovation - A New Kind of Organization That Gets Innovation Done - XHIF

- The Corporate Mandates
- The Market Mandates
- The People Mandates

Building a Core Innovation Group

- What Do We Look for in Core Innovation Teams?

Designing Innovation Spaces

- Innovation Common Space Design
- The Innovation Lab
- Nine Principles of Innovation Space Design

Driving Focused Innovation Work Products

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

Structural Market Changes & Responsive Growth Strategy

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

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

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.
3. Copies of certificates from the Authorized Innovation Provider(s) (AInP) for each course recorded on the application to meet the required contact hours of innovation education.

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

Attn.: Certification Audit Group
38 West Fulton, Suite 400
Grand Rapids, MI 49523 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 CCIInO Certification

Your certificate is active for a period of two (2) 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 two (2) years, and prior to the certificate expiration date.

The required IDUs for your CCIInO certification is: 60 IDUs during 2-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 2-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 CCIInO 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 two years' certification cycle) – must be approved by and published on GInI website.

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 2-year certification cycle. You can also reinstate a lapsed certification by retaking the certification exam. To retake the certification exam, complete and submit the Exam Application through the My Account page.

Note the following guidelines for 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 CCIInO Certification	
Exam Enrollment Fee	750 USD
GInI Applied Innovation Master Book®	300 USD Plus Shipping Fees

Maintaining CCIInO Certification	
IDU Application Submission Fee <small>*every 2-year cycle</small>	120 USD

Refund Policy

To obtain a refund for a GInI Certification, you must make a request to GInI at least 30 days before the exam eligibility expiration date. GInI will retain a processing fee of 100 USD if you have not yet scheduled or taken the examination.

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

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

1. If your one-year eligibility period has expired and you have not scheduled the exam, you will not receive a refund. You will forfeit the entire fee. You will not be able to use the initial fees for anything else. If you still wish to obtain the certification, you will have to reapply and submit all associated fees again.
2. 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.



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

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