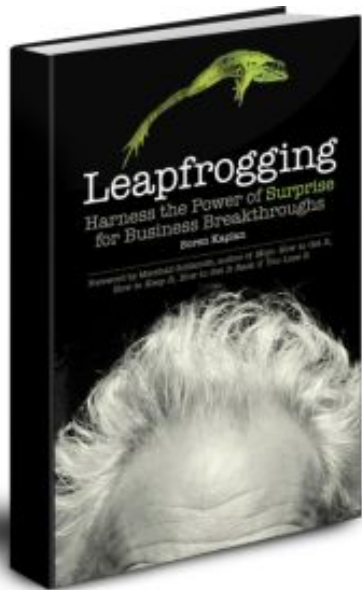


TOP 10 BESTSELLER
amazon.com

WALL STREET JOURNAL.
BESTSELLER

BARNES & NOBLE
#1 BESTSELLER



Breakthrough Innovation is Everyone's Business



Soren Kaplan, Ph.D.
skaplan@innovation-point.com

FASTCOMPANY



Forbes
.com



monster





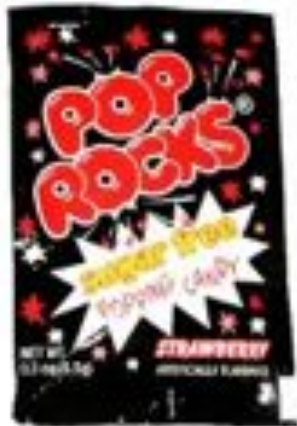


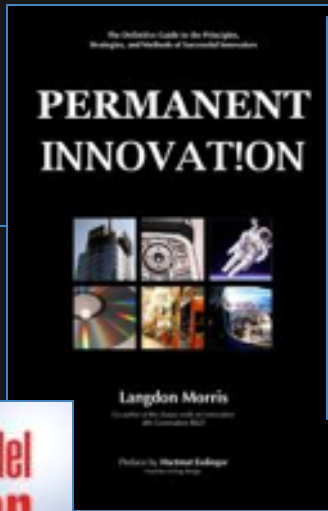
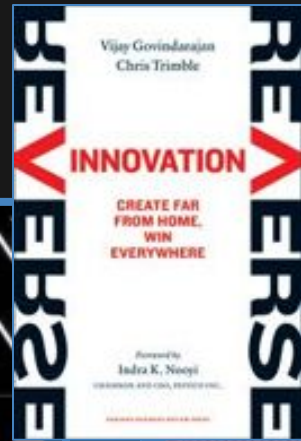
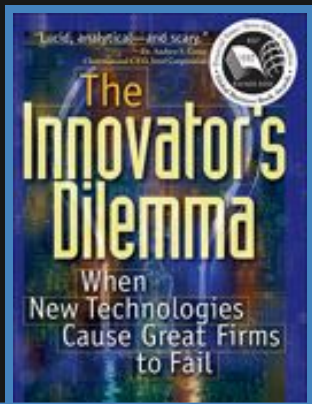




Deep Purpose
Compelling Offerings
Robust Business Model

Famous Breakthrough Innovations





Casualties of Disruptive Innovation

BORDERS®



 **BlackBerry**





So how do you do it?



Breakthrough Innovation is Everyone's Business

Senel Kesten, Ph.D.
skesten@innovation-first.com
www.icehugging.com

☰

Strategy #1	Notes / Opportunities
Rethink Your Role <ul style="list-style-type: none">• What "business" are we in?• Who do we serve?• What are the real pain points and needs of our various "customers"?• What are the implications & opportunities?	
<p>Needs & Pain Points</p> <ul style="list-style-type: none">• _____• _____• _____ <p>Market Segment</p> <p>Needs & Pain Points</p> <ul style="list-style-type: none">• _____• _____• _____ <p>Market Segment</p> <p>Needs & Pain Points</p> <ul style="list-style-type: none">• _____• _____• _____ <p>Market Segment</p> <p>Needs & Pain Points</p> <ul style="list-style-type: none">• _____• _____• _____ <p>Market Segment</p>	

© Innovation-First LLC | www.innovation-first.com

4 Ways to Create Credentialing Innovation



- 1. Rethink Your Role**
- 2. Create New Learning Models**
- 3. Expand Your Offerings**
- 4. Disrupt Yourself**



What business are you really in?



FITNESS
CERTIFICATIONS

CONTINUING
EDUCATION

PROFESSIONAL
RESOURCES

MY ACE
ACCOUNT

[Back](#) | [ACE](#) - Fitness Certifications



ACE FITNESS™ CERTIFICATIONS

NCCA-ACCREDITED FITNESS CERTIFICATIONS

- Personal Trainer
- Group Fitness Instructor
- ACE Health Coach
- Advanced Health & Fitness Specialist

SPECIALTY CERTIFICATIONS

- Youth Fitness Specialist
- Fitness Nutrition Specialist
- Orthopedic Exercise Specialist
- Weight Management Specialist
- Sports Conditioning Specialist

WE EXIST TO MAKE A LASTING IMPACT

At ACE, our mission is simple. Every day, we work to empower people to live their most fit lives. We do that by creating an army of highly qualified Personal Trainers, Group Fitness Instructors, Health Coaches, and Advanced Health and Fitness Specialists. And we do that through unbiased, science-based fitness information we provide to the public. Unlike other certification providers, we don't exist for publicity or profit. We exist to carry out our mission, which includes connecting you directly with clients that come to us for advice. Our integrity shows in the four core certifications we have accredited by the National Commission for Certifying Agencies (NCCA) and in the specialty certifications we offer to help professionals stand out in their markets. Aside from being part of the largest nonprofit fitness certification organization in the world, earning an ACE certification will make you a part of one of the most respected names in the industry.



What business are you really in?



FITNESS
CERTIFICATIONS

CONTINUING
EDUCATION

PROFESSIONAL
RESOURCES

MY ACE
ACCOUNT

[Back](#) | [ACE](#) - Fitness Certifications



Eliminate the obesity epidemic by 2035

NCCA-ACCREDITED FITNESS CERTIFICATIONS

- Personal Trainer
- Group Fitness Instructor
- ACE Health Coach
- Advanced Health & Fitness Specialist

SPECIALTY CERTIFICATIONS

- Youth Fitness Specialist
- Fitness Nutrition Specialist
- Orthopedic Exercise Specialist
- Weight Management Specialist
- Sports Conditioning Specialist

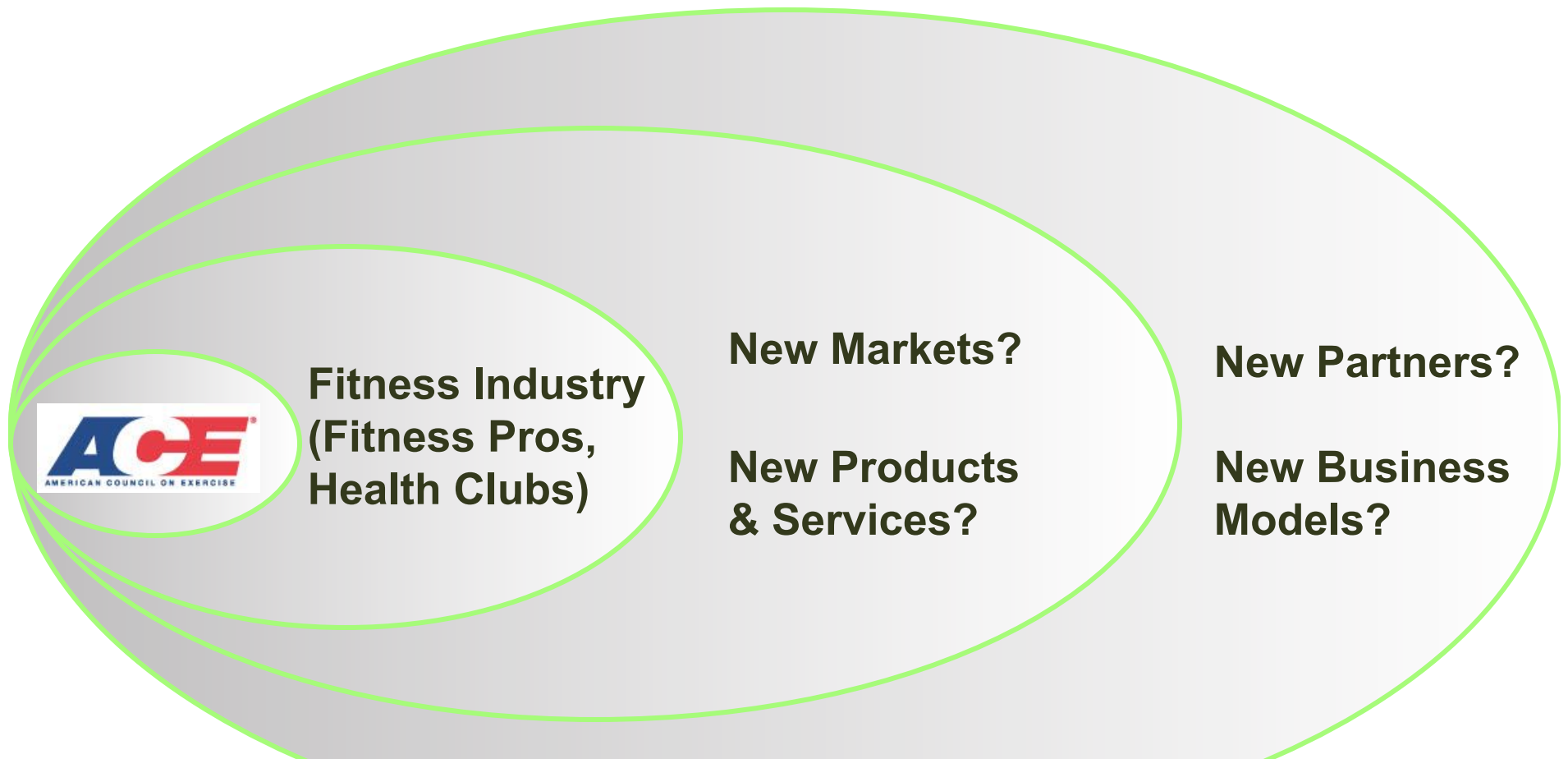
WE EXIST TO MAKE A LASTING IMPACT

At ACE, our mission is simple. Every day, we work to empower people to live their most fit lives. We do that by creating an army of highly qualified Personal Trainers, Group Fitness Instructors, Health Coaches, and Advanced Health and Fitness Specialists. And we do that through unbiased, science-based fitness information we provide to the public. Unlike other certification providers, we don't exist for publicity or profit. We exist to carry out our mission, which includes connecting you directly with clients that come to us for advice. Our integrity shows in the four core certifications we have accredited by the National Commission for Certifying Agencies (NCCA) and in the specialty certifications we offer to help professionals stand out in their markets. Aside from being part of the largest nonprofit fitness certification organization in the world, earning an ACE certification will make you a part of one of the most respected names in the industry.



Redefining roles push business boundaries

Eliminate the obesity epidemic by 2035



New values: bridge-building & collaboration

What business are you in?

- **Certifications?**
- **Education?**
- **Publishing?**
- **Testing Services?**
- **Lifelong Learning?**
- **Professional Development?**
- **Creating demand for Certificants?**
- **Job placement?**
- **Employer services?**
- **Standard setting?**
- **Regulation?**

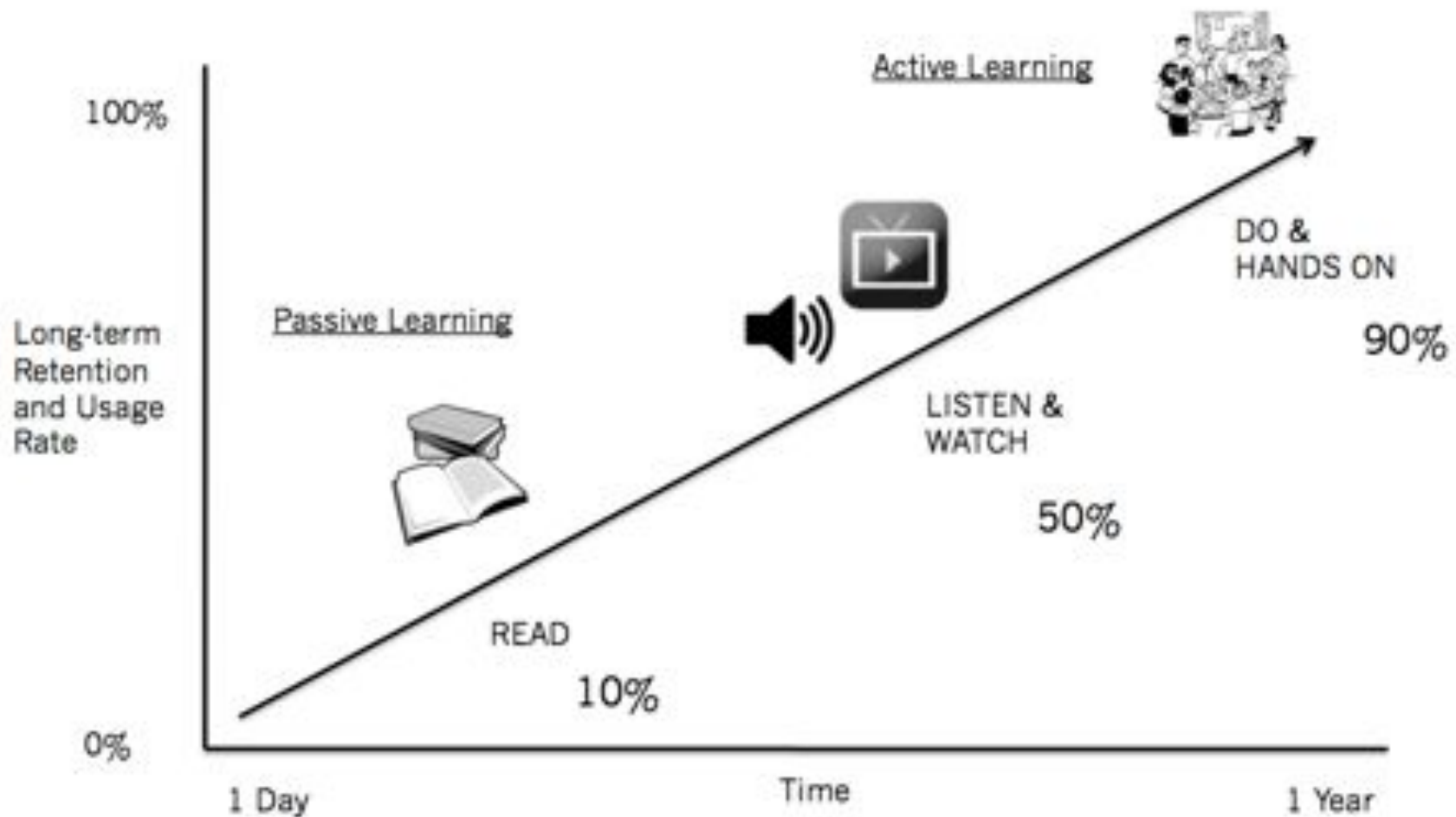
4 Ways to Create Credentialing Innovation



- 1. Rethink Your Role**
- 2. Create New Learning Models**
- 3. Expand Your Offerings**
- 4. Disrupt Yourself**



Lifelong learning retention model





**BARNES
& NOBLE**

BORDERS®

Publishing Industry Stats

Higher Ed
Course Materials

DOWN 16% from 2010

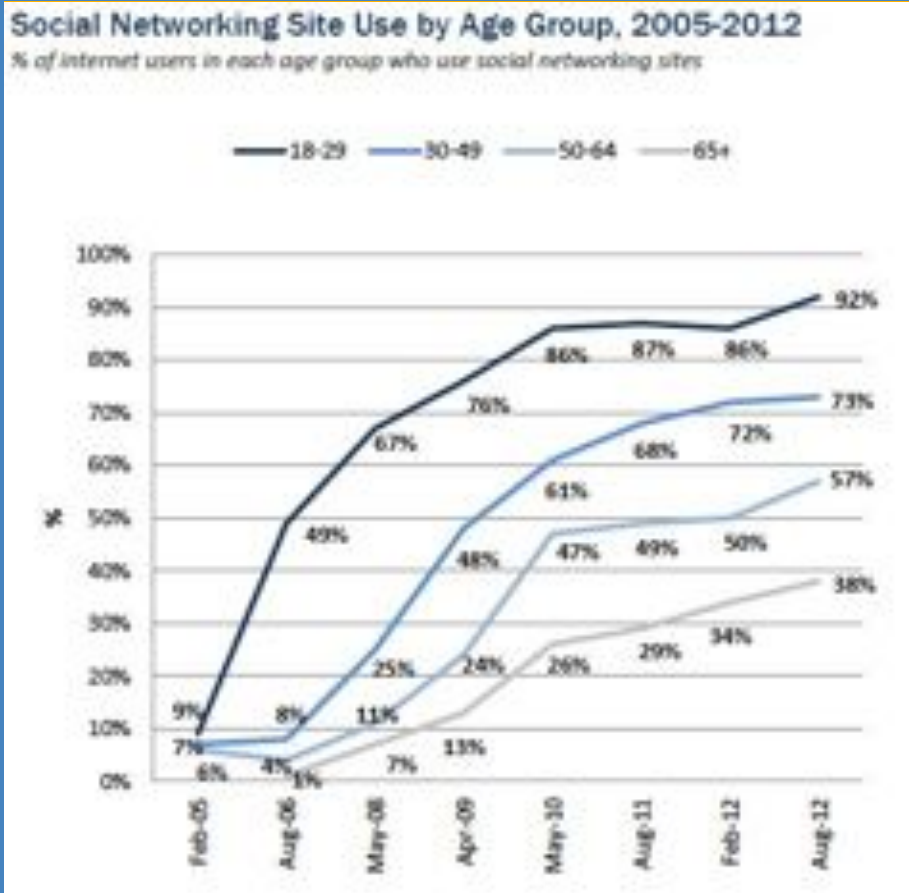
Professional /
Scholarly Books

DOWN 8% from 2010

Physical Books

**DECLINED from 89% to
72% of all books sold**

Social Networking (and Learning) Growth



Online Social Learning for over a decade



Welcome [Home](#) **2008-Jan. CEO Dialogue** [LOGOUT](#)

Week 2 - 02/04/08 to 02/10/08 [Week 2 Case Study](#)

Show Since Last Login Include Hidden

back search copy manage contribute

my sites 7 actions [Top](#) [Previous](#) [Next](#) [Bottom](#)

Administrator

Sponsor

Announcements

Course Work 403

Online Meetings

Document Library

Collaboration Cells 36

Course Calendar

Class Directory

My Mail Messages 18

My Settings

Search

Help Desk & FAQs

24 Jane La Barbera CAE 02/05/08 1:47PM [Help](#)

Yes, I agree...

How perceptive of Marge (#23) to point out that a Board also should be paying attention to the 5 Temptations. You point out how often Boards choose harmony over conflict and status over results. greatly. It is a wonder that organizations get anything done with CEOs and Boards struggling to overcome these temptations, yet many do. I think it would be a great idea for a Board member or consultant to suggest that 5 Temptations should be read not only to learn and support their CEO but to learn from it for themselves and their colleagues on the Board from slipping into these temptations.

[contribute](#)

25 Marcie Granahan - CAE revised 02/10/08 3:48PM [Help](#)

Here's a new twist...

Q1. I may have a bit of a different spin here but the first place I would start would be with the nominations committee. Are they doing their job to bring in the best talent for the association? Have they talked about the strength (and, yes, weaknesses) of current board members? If the association is not attracting talented candidates for board service, have they examined the reasons why? I think all of us have a few board members who are resistant to change, but most of us are fortunate to also have change agents or innovators on the board, which allows for a broad perspective and can actually prevent the association from moving too quickly or getting out ahead of its members.

Q5. I have always believed that a good place to start is with board orientation. Beyond just the financial reports, it should weave in the culture of the organization (e.g., staff participate as equal members of committees; expectations of board members and officers, etc.). I've also use the media headline exercise to help get the board to begin thinking about the longer-term goals of the organization without a lot of groans about having to do strategic planning.

[contribute](#)

ASAE Cohort Learning



The screenshot shows the ASAE website with the following content:

- ASAE logo: The Center for Association Leadership
- Navigation menu: Community, Education, Resources, Career, Advocacy, About ASAE
- Top Topics: Leadership, Membership, Human Resources, Marketing, Meetings, Tech
- Section Header: Certified Association Executive Program
- Breadcrumbs: Home > Your Career > CAE Certification
- Text: **What is the CAE?**
70% of CAE test takers report enhancing knowledge, improving advancement opportunities, and elevating their status in their current position as their motivation
- Text: The Certified Association Executive (CAE) designation is designed to elevate professional standards, enhance individual performance, and identify association professionals who demonstrate the knowledge essential to the practice of association management. Founded in 1960, the CAE program stands as a mark of excellence and has evolved to reflect what it takes to manage an association in today's challenging climate. The CAE program was accredited by the National Commission for Certifying Agencies in 2010.
- Text: Learn about eligibility | Get exam dates | Find out what's covered in the exam (PDF) | Contact us
- Text: **Who is it for?**
The CAE program is geared towards association management practitioners, who have a vested interest in advancing their profession and the industry. Is CAE for me? | Read profiles of current CAEs

- **CAE Kick-Off Program**
 - Study Groups form after kickoff
 - Weekly / Bi-Weekly
 - Shared learning
- **CEO Peer Groups**
 - Monthly
 - Share challenges
 - Provide coaching

Search results for "healthcare"

PRICE: SORT: LANGUAGE: VIEW:

All Default English (US)

10,000+ courses 500,000+ learners

- Featured
- New & Noteworthy
- Top Paid
- Certification Track

CATEGORIES

- Technology
- Business
- Design
- Arts and Photography
- Health and Fitness
- Lifestyle
- Math and Science
- Education
- Languages
- Humanities
- Social Sciences
- Music
- Crafts and Hobbies
- Sports
- Games
- Other

Are you an Expert?
Create a Course



The US Healthcare Industry: Changes and Opportunities

Price: \$15 13 Reviews 131 Students

★★★★★

Jonathan Ezer
Ph.D. 20+ years of consulting ex...



Understanding HIPAA for the Medical Office

Price: \$29 2 Reviews 48 Students

★★★★★

Carol Plooff, M.Ed., CMA
Innovator Training

Pharmacokinetics: Basic principles

Price: \$79 No reviews yet 22 Students

★★★★★

Dr. Nathan Teuscher
Clinical Pharmacologist



Good Clinical Practice (GCP)

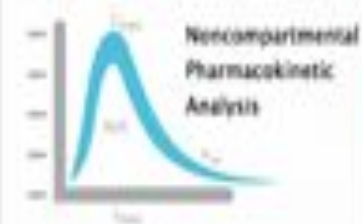
Price: Free 2 Reviews 77 Students

★★★★★

SONIC Performance Support
Video Training



Understand your Business: Earn More Money



Noncompartmental Pharmacokinetic Analysis



Six Sigma Green Belt Training and Certification



Improve Your Longevity and Become a Longevity Coach



Worldwide Testing Centers

Kryterion HOSE Network offers the convenience of testing centers around the world with certified onsite proctors.

[learn more](#)

Online Proctoring

Kryterion is the unsurpassed industry leader in secure online proctoring for live, recorded and room video monitoring and behavior intervention.

[learn more](#)

News & Events

↳ [Scheduled Maintenance Windows](#)

No maintenance windows scheduled currently.

↳ [Kryterion Mentioned in the Los Angeles Times](#)

Finding ways to thwart the ingenuity of computer-savvy students is crucial to proving internet courses and diplomas are valid. Webcams and keystroke monitoring are among tools in use.

↳ [Kryterion Mentioned in PCWorld](#)

Amazon Web Services launches new certification program, will be administered through Kryterion testing centers

↳ [Kryterion to Present Online Proctoring and Authentication at](#)

[USDLA National Conference](#)

Kryterion was the first to bring online proctoring to the global market and was awarded the USDLA 21st Century Distance Learning Award

↳ [Kryterion Mentioned in The Chronicle of Higher Education](#)

One of Kryterion's goals is to turn the job of proctoring from an incidental or part-time gig for professors and other educators into a bona fide "career path," said Mr. Dorman, the chief executive

Online Proctoring Puts You in Control

Online proctoring provides a secure testing environment from virtually any computer.



[Learn More >](#)

Secure Testing Industry Leader

Innovative technology that leverages a secure network to provide the most robust delivery service in the industry.



[Learn More >](#)

Unsurpassed Service

Kryterion's award winning SaaS model test delivery platform called Webassessor™ comes with the best client support in the business.



[Learn More >](#)



Quick Links

- [Find a Center >](#)
- [Test Taker Login >](#)
- [Client Portal >](#)

What We Do

Kryterion is a full-service test development and delivery company that provides world-class online testing technology

including test building, test delivery and real time reports, while leveraging a global network of testing centers. Modules in

zamzee

Sign in Register

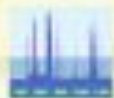
A game that gets families moving.

Zamzee is a meter that measures activity and a website that makes moving fun!

[View a fun video](#)



UPLOAD ACTIVITY



TRACK PROGRESS



LEVEL UP



EARN REWARDS





Open Badges



Mozilla's Open Badges infrastructure makes it easy to issue, display and manage badges across the web -- opening new ways to show your skills and achievements to the world.

Open Badges is a project of Mozilla with support from the MacArthur Foundation.

MacArthur
Foundation

OpenBadges

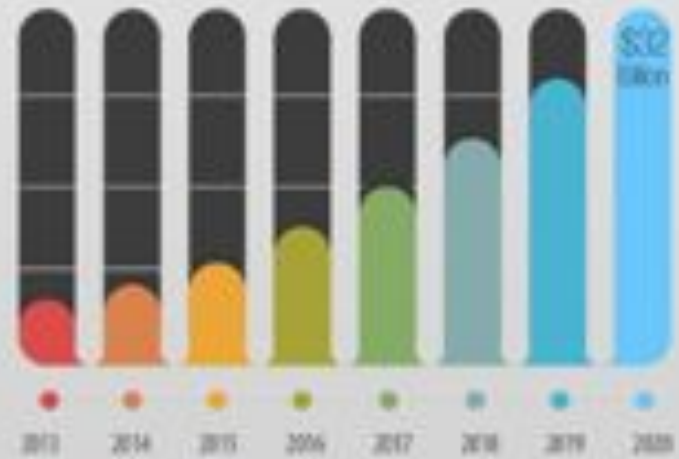
Open Badges help you share your skills & interests with the world:



By 2015, **80% of people** accessing the Internet will do so from a mobile device.



By 2020 the Mobile Learning Market will reach **\$32 billion**.



What are your potential new learning models?



- Online?
- Mobile?
- Cohort Learning?
- Social Learning?

- MOOCS?
- Badges?
- Peer Coaching?
- Gamification?

4 Ways to Create Credentialing Innovation



1. **Rethink Your Role**
2. **Create New Learning Models**
3. **Expand Your Offerings**
4. **Disrupt Yourself**



VINTAGE BY THE POUND

**CLOTHES
CONTACT**

PART OF RETRO CITY FASHIONS, INC.



ASSOCIATION OF
SECURITY
... etc.
ALL-STATE STORE
SALES & SERVICE



SF
WEEKLY
WINNER
BEST OF SAN FRANCISCO

CLOTHES
\$12/lb.
(OR less)

What business are you really in?

ACE FITNESS CERTIFICATIONS CONTINUING EDUCATION PROFESSIONAL RESOURCES MY ACE ACCOUNT

Back | ACE - Fitness Certifications

Eliminate the obesity epidemic by 2035

NCCA-ACCREDITED FITNESS CERTIFICATIONS

- Personal Trainer
- Group Fitness Instructor
- ACE Health Coach
- Advanced Health & Fitness Specialist

SPECIALTY CERTIFICATIONS

- Youth Fitness Specialist
- Fitness Nutrition Specialist
- Orthopedic Exercise Specialist
- Weight Management Specialist
- Sports Conditioning Specialist

WE EXIST TO MAKE A LASTING IMPACT

At ACE, our mission is simple. Every day, we work to empower people to live their most fit lives. We do that by creating an army of highly qualified Personal Trainers, Group Fitness Instructors, Health Coaches, and Advanced Health and Fitness Specialists. And we do that through unbiased, science-based fitness information we provide to the public. Unlike other certification providers, we don't exist for publicity or profit. We exist to carry out our mission, which includes connecting you directly with clients that come to us for advice. Our integrity shows in the four core certifications we have accredited by the National Commission for Certifying Agencies (NCCA) and in the specialty certifications we offer to help professionals stand out in their markets. Aside from being part of the largest nonprofit fitness certification organization in the world, earning an ACE certification will make you a part of one of the most respected names in the industry.

COMMITTED TO HELPING PEOPLE LIVE THEIR MOST FIT LIVES

Who do we serve? (and what are their unique needs?)



Consumers



**Health &
Fitness Pros**



**Eliminate the
Obesity
Epidemic**



**Allied Health
Professionals**



Companies

Expand your offerings into new markets

WHO IS A HEALTH COACH

WATCH NOW >>



HEALTH COACH ▶

Compare Study Bundles ▶

STANDARD = \$499
Learn More ▶

PREMIUM = \$599
Learn More ▶

HEALTH COACH FOR FITNESS PROFESSIONALS

Find out how becoming a Health Coach can increase your value.

HEALTH COACH FOR HEALTH CARE PROVIDERS

Learn how Health Coach can meet the needs of an evolving industry.

HEALTH COACH FOR WORKPLACE WELLNESS

Explore how a Health Coach can help your wellness program succeed.

HEALTH COACH CERTIFICATION

All across the country, people are struggling with their weight. They're struggling with obstacles that have kept them from eating better, moving more and making their health a priority. They're struggling to adopt the lifestyles they need to fend off preventable disease, live longer and spend less on health care. They are living in a vicious cycle of temporary change fueled by quick-fix solutions, and as a result, many of their achievements are short lived. The ACE Health Coach Certification was designed to produce professionals who can help people end that vicious cycle. Professionals who have the behavior change, physical activity and nutrition coaching skills they need to empower people to positive, long-term healthy change.

ONLY ONE HEALTH COACH CERTIFICATION IS ACCREDITED BY THE NCCA.

WHY CHOOSE ACE?

Individuals, corporations and health care providers are looking for ways to influence real change. To fulfill that growing need, health coaching certifications have been introduced by a variety of organizations. Only one is accredited by the National Commission for Certifying Agencies (NCCA), the same body that accredits certifications for pharmacists, nurse practitioners, registered dietitians and many other health professions. ACE Health Coach is a quality solution to the health



Expand your offerings into new markets

WHO IS A HEALTH COACH

WATCH NOW >>

HEALTH COACH ▶

Compare Study Bundles ▶

STANDARD = \$499

Learn More ▶

PREMIUM = \$599

Learn More ▶

HEALTH COACH FOR FITNESS PROFESSIONALS

Find out how becoming a Health Coach can increase your value.

HEALTH COACH FOR HEALTH CARE PROVIDERS

Learn how Health Coach can meet the needs of an evolving industry.

HEALTH COACH FOR WORKPLACE WELLNESS

Explore how a Health Coach can help your wellness program excel.

HEALTH COACH

All across the country, individuals are struggling with their weight. They've tried diets, quick-fix solutions, and gym memberships, but they haven't achieved the results they want. They're stuck in a vicious cycle of trying to lose weight, only to gain it back. Health Coaches help individuals break this cycle by providing personalized coaching and support. They help individuals understand the science of behavior change, set realistic goals, and develop sustainable habits. Health Coaches also provide ongoing support and accountability, which is crucial for long-term success.

WHY CHOOSE

Individuals, corporations, and organizations are looking for ways to fulfill that goal of better health and wellness. Only the same body that dietitians and many

HEALTH COACH FOR FITNESS PROFESSIONALS



HEALTH COACH FOR HEALTH CARE PROFESSIONALS



HEALTH COACH FOR WORKPLACE WELLNESS





Targeted marketing expands reach

MILITARY SUPPORT

PERSONAL TRAINER ▶

- Compare Study Bundles ▶
- STANDARD = \$499**
Learn More ▶
- PREMIUM = \$599**
Learn More ▶
- PREMIUM PLUS = \$699**
Learn More ▶

SALUTING OUR HEROES IN THE ARMED FORCES

SALUTE YOU
SCHOLARSHIP

PRESENTED BY **ACE**

ARMY

The graphic features a family (a man in military uniform carrying a child on his shoulders, and a woman) on the left. On the right, a soldier in a grey t-shirt with 'ARMY' on it is shouting. The background is a mix of green foliage and a red geometric shape.



1000 scholarships this year



Expand offerings for new business models

ACE STORE

ACE APPAREL

ACE BUSINESS CARDS

ACE CERTIFICATION STUDY MATERIALS

- Personal Trainer Certification
- Group Fitness Certification
- Health Coach Certification
- Advanced Health and Fitness Specialist Certification

BOOKS

- Business Strategies and Marketing
- Exercise Science
- Group Exercise
- Health and Wellness
- Mind Body
- Special Populations
- Nutrition
- Fitness Equipment

FORMS AND QUESTIONNAIRES

CONTINUING EDUCATION

- Online Courses
- ACE Workshops
- Specialty Certifications

BE THE TRAINER ATHLETES WANT.

SC SPORTS CONDITIONING SPECIALIST

Becoming a Sports Conditioning Specialist will help you train elite athletes and regular exercisers to increase balance, strength, agility and speed.

GET STARTED >>

ACE STORE CATEGORIES

- ACE APPAREL
- ACE CERTIFICATION STUDY MATERIALS
- BOOKS

Expand Your Offerings – How to Make Money

Products	Product Bundles	Product / Service Solutions	License	Access	Membership / Subscription
<p>Per “product”</p> <ul style="list-style-type: none"> • Course • Exam Fees • Re-certification • Book • Supporting products 	<p>Price per set of complementary products</p> <ul style="list-style-type: none"> • Courses with materials • Certificates with materials 	<p>Price for product and a supporting service</p> <ul style="list-style-type: none"> • Certificates with personal coach • Certificates with access to learning community 	<p>Use of intellectual property / technology</p> <ul style="list-style-type: none"> • For a given time period • Unlimited amount of time • For unlimited features • For limited features • Tiered levels 	<p>Price based on access to single event, venue, information or resources</p> <ul style="list-style-type: none"> • Per incident (support svcs) • Per admission (movie, concert, ball game, theme park) • Season pass (theme park) 	<p>Price based on ongoing or longer-term access</p> <ul style="list-style-type: none"> • Time period (monthly, yearly, lifetime) • Number of units • For unlimited features • For limited features • Tiered levels

What else can you offer?

- **New Certifications?**
- **Certificate Programs?**
- **Workshops?**
- **Coaching?**
- **Outplacement Services?**
- **Recruiting Services?**
- **Educational Materials?**
- **Learning Communities?**
- **Products & Equipment?**
- **Career Management Tools?**
- **Business Tools?**
- **Marketing Data?**

4 Ways to Create Credentialing Innovation



1. **Rethink Your Role**
2. **Create New Learning Models**
3. **Expand Your Offerings**
4. **Disrupt Yourself**



AUTO
PILOT

AGE

DISENGAGE



What do X-Box and Coke dispensing have in common?







It's all about people and their perspectives

THIS IS REAL LIFE. THIS IS REAL CHANGE.
(800) 597-5366
find a center | Enter City or Zip | GO | Site Search | Q

how it works | cuisine | real stories | tools | community | shop

The delicious food you crave.
The weight loss results you want.
[browse the menu >](#)

Ready to **get started?**
[view membership options >](#)

What's Jenny all about?

- Great Food**
Daily menus provide a wide variety of delicious Jenny's Cuisine® entrees and satisfying snacks. Whether you pick a pre-planned menu or customize your own, we make it easy to choose a healthy approach to eating.
[more about our food >](#)
- Support Options**
Choose the support option that fits your life. Whether you prefer weekly in-person consultations, on-the-phone coaching or a more independent online program, Jenny has you covered.**
[more about our support options >](#)
- Intuitive eTools**
Tracking and monitoring your journey are keys to successful weight loss. Our simple, all-in-one eTools will help you plan delicious meals, track your activities and view your progress.
[more about our eTools >](#)

New Thinking
New Strategies
New Skills



Go Outside to Stretch the Inside External Thought Leaders Push Thinking





Leapfrogging Sessions





Get to know your “customers”



Do we really know our Pros?

Who are they?

What are their backgrounds?

What are they passionate about?

What do they need?





Get to know your "customers"



Provide “experimentation time”



Free Time (10-15%)



“FedEx Days”

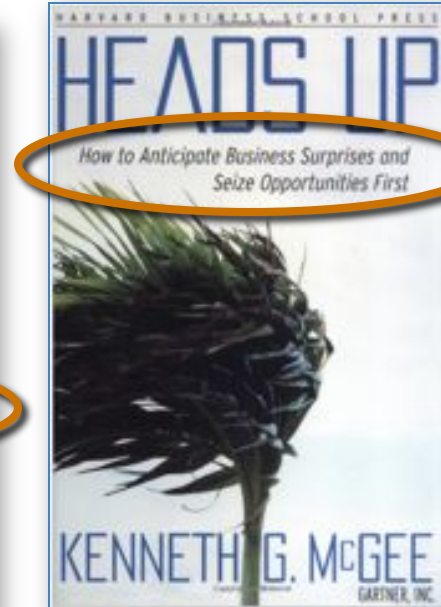
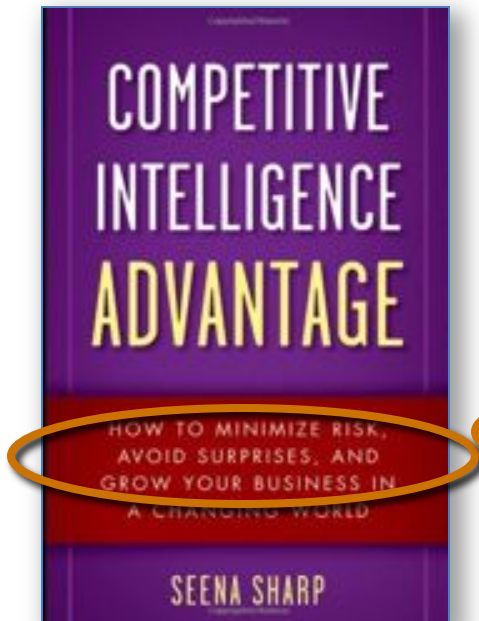
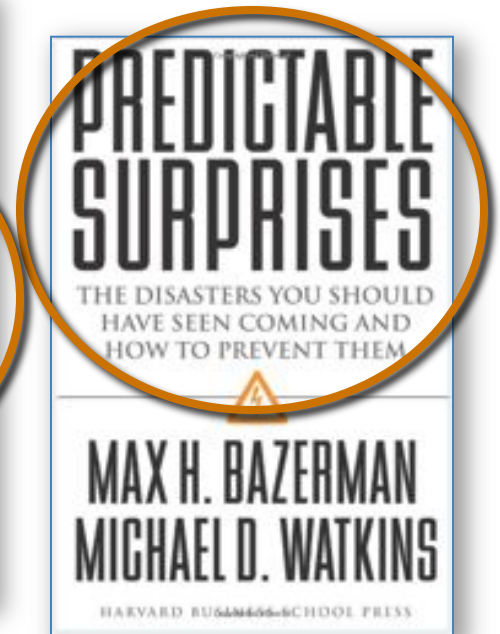
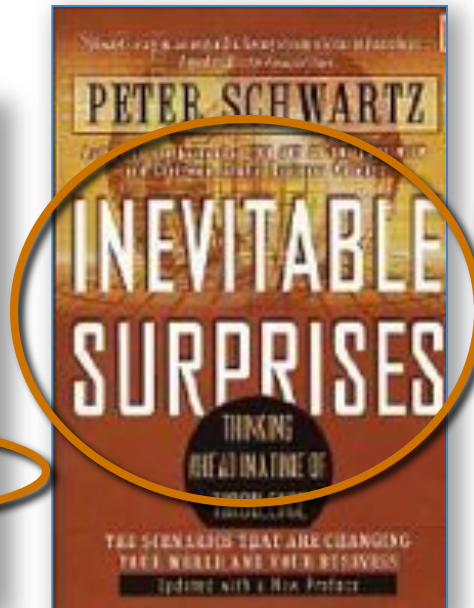
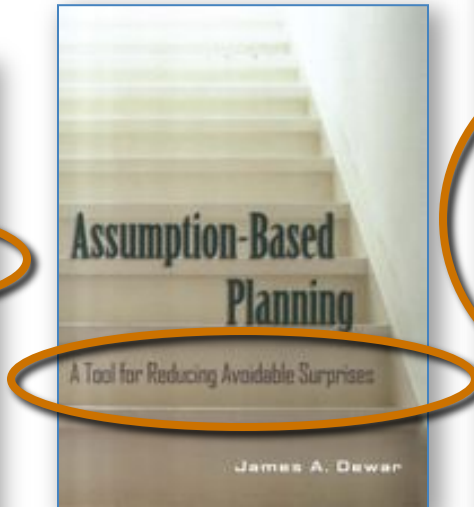
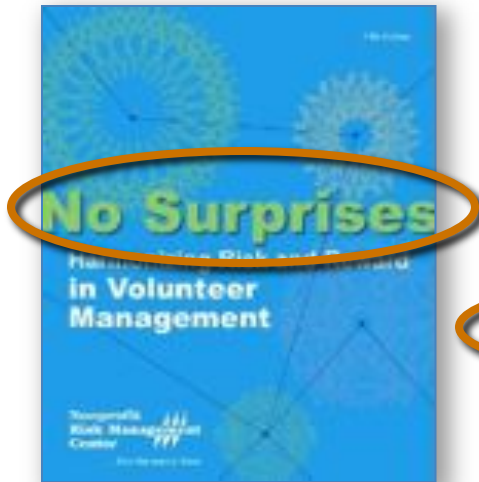


“Customer Office Hours”

Engage Customers (and Non-Customers)

intuit. Office Hours





How can you embrace the fog?



Creating an Innovative Environment

facebook



**DONE IS
BETTER
THAN
PERFECT**

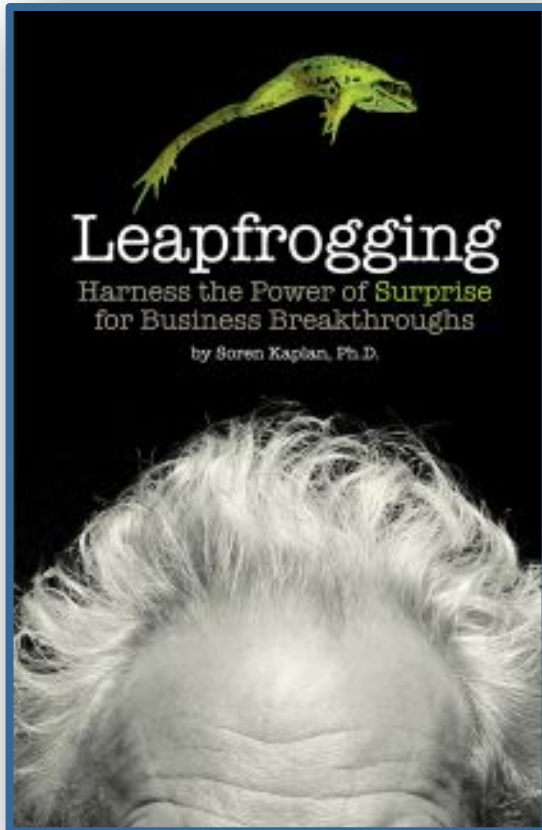
**WHAT WOULD
YOU DO IF
YOU WEREN'T
AFRAID?**

**MOVE
FAST AND
BREAK
THINGS**

Do Things that Disrupt Yourself

Disrupt Yourself	How
External Talent	Hire people from outside your industry / market
Customer Office Hours	Bring certificants and employers “inside” (and non-re-certificants!)
Market Safaris	Visit certificants and employers in their environments to discover new needs & problems
Leadership Development	Give hi-potential employees specific business challenges as part of development
Leapfrogging Sessions	Bring employees together for future-focused ideation
Outside Thought Leaders	Bring outside experts into internal sessions
Focused (Free?) Time	Give employees X amount of time to generate (and test) ideas
Culture of Innovation	Create an environment that fosters new ideas & experiments

Discussion & Q&A



Soren Kaplan, Ph.D.
Managing Principal
InnovationPoint
www.innovation-point.com
skaplan@innovation-point.com