



# **MASTER IN CUSTOMER EXPERIENCE AND INNOVATION (MCXI)**

**HUMAN-CENTERED  
INNOVATION & BUSINESS**

INTAKE: OCTOBER 2017

DURATION: 10 MONTHS

LANGUAGE: ENGLISH

# YOU MIGHT COME FROM:

Marketing & Communications

Humanities

(Philosophy, History, etc.)

UX

Service Design

IT & Tech

Finance

Design

Business

Engineering

Digital

Social Sciences

Psychology, Anthropology, Sociology, etc.

Entrepreneurship

# OR SOMEWHERE ELSE



# A few of the professors that you will be learning from (and with). More to be announced soon.

## **ANDREW MCCARTHY (Academic Director)**

*Designer, facilitator, consultant, and educator. Clients have included BBVA, Google Spain, Adidas, MTV Productions, Paramount, BP, Dimension Data, Loewe, and MetroMadrid, among many others in innovating novel solutions through a design-thinking, human-centered approach.*

## **BEGOÑA GONZÁLEZ CUESTA, PhD**

*Dean of Media and Communication at IE University and IE School of Human Sciences and Technology*

## **DIEGO SOROA**

*Architect, CEO at Cuantics, ExO Consultant, Singularity University Chapter Ambassador. Singularity University, Massachusetts Institute of Technology, Sloan School of Management*

## **MICHAEL THOMPSON**

*Global Director of User-Experience at Telefonica*

## **GUY CHAMPNISS, PhD**

*Vice President of Insight and Outreach at Enervee, Visiting Fellow at Cranfield University, Founder at Meltwater Consulting*

## **CARMEN GOYTRE**

*Partner at Rivergo Advisors. Innovation, Project Management, and Business Process Management Professor at IE Business School*

## **CARLOTA GARCÍA-ABRIL**

*Director & Head of Communications at Good Rebels.*

## **LUIS ZUNZUNEGUI**

*Manager Director at Propelland, an International Innovation Design firm with HQ in San Francisco (USA) that provides strategic design and innovation consulting services to businesses worldwide.*

## **DANIEL MEDINA**

*Innovation Director at Opinno Ideas, Lean and Agile expert, Business Strategy Practitioner, and Business School professor*

## **PEPA ROMERO**

*Expert Principal, Digital Solutions. Digital Channels and Customer Experience at Minsalt, Indra Company*

## **BORJA GONZÁLEZ DEL REGUERAL, PhD**

*Business Transformation, Finance, Operations and Entrepreneur. Vice Dean at IE School of Human Sciences and Technology, IE Business School*

## **FERNANDO AMIGO QUINTANA, PhD**

*International Consultant, Professor, Entrepreneur and Researcher. Specialization: R&D and Innovation Management and Facilitation, Regional development, Innovation to Market, Business Strategy, Mergers and Acquisitions, Marketing and Sales, Risk Analysis, Professional Development and Executive Training, Gamification*



# Key Knowledge Areas:

<b>BUSINESS</b> (Business requirements and sustainability) <i>Viability</i>	<b>TECHNOLOGY</b> (Technological possibilities and realities) <i>Feasibility</i>	<b>HUMAN-CENTERED DESIGN</b> (Human factors and behavior) <i>Desirability</i>	<b>INNOVATION LAB (INNOLAB)</b> (Hands-on, practical experience for transversal skills and postures)
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**In each period of the program, you will engage with courses in each of these areas, progressively building your knowledge of CX and mastering the practical methodologies behind human-centered design and innovation.**



# PERIOD 1

## **Launch: Creative Process & CX**

*The Launch module will give students a macroscopic overview of key aspects of the following 10-month program in little time. Students will get closer to the basics of the Customer-Centered Design mindset by experimenting with Design Thinking tools to tackle a real corporate challenge. You will work with our partner company to redefine a problem and redesign the user experience. For four days, they will receive expert insights and work together in groups using design thinking techniques to develop products and services. Creativity and innovation will be key in the design of these new and original projects. At the end of the module, they will compete to present their solutions to an expert jury of faculty and leaders of the partner corporation.*

## **Business for CXI: Fundamentals**

*Business language 101 to provide common baseline of business foundation and theory.*

## **Customer Experience Ecosystem & Ethics**

*Foundation and context for a program of human-centered innovation and business, including signposting the program ahead and reframing questions and terms such as a 'value', 'co-creation', 'customer' so as to tip out the Lego box and present the straw-man which will guide our investigations throughout the program. Ethics as it specifically relates to human-centered Innovation and business; how to navigate the ethical and moral minefield of qualitative & quantitative research, communications, inspiration, creativity and its sources, business and operations responsibility, and so on. How to use the insights garnered into people's lives and experiences without taking advantage, objectifying, or intentionally addressing needs in ways that are knowingly harmful to them or their environment.*

## **Storytelling**

*Narrative and storytelling articulates a vision which can help a team understand their own and their investigated subjects experience, or design solutions or prototypes which fit the context as well as delightfully address a need, or communicate a solution or business case, or market and sell an offering. Not just communication but sense making and the framing and telling of a team's purpose stories. Strong focus on Semiotics.*

## **Quantitative Research & Analysis**

*Large, nomothetic data set looking at who, what, when, and where in order to uncover variables and systematic relationships.*

## **Qualitative Research & Analysis**

*Ethnography, anthropological techniques and tools, and getting to questions of how and why in the context of a small sample size. Includes generative, heuristic, and examinatory research. JBTD, Usability, Framing.*

## **Insights**

*"Creative solutions for the future begin with thoughtful insights into the present." After analysis, synthesis (or genesis, as Jay Doblin might say) is required to propose meaningful hypotheses based on evidence and perceptions into the researched people's needs, wants, and goals.*

## **Human Behavior**

*What consistent underlying processes can we use to frame our investigations and make sense of insights and testing from an understanding of the way individuals operate both solely and in groups?*



# PERIOD 2

## Branding & Marketing

*Development of brands which frame the organization's WHY and the promise to the user, the delivery of which is an outcome of omni-channel, digital-analogue holistic experiences leading to relationships between the customer and the organization. Entails brand management and marketing initiatives which respond meaningfully to stakeholder experiences — a key here is the grasp of omni-channel.*

## Business for CXI: Backend (Operations & Processes)

*Strategic, holistic business understanding in the context of design and human-centered innovation for both the business-literate and non-literate alike. How to weigh business requirements with an understanding of the organizational context. How to establish and implement processes which can be evaluated by measurable indices. Includes Finance and Organization.*

## Corporate Innovation & Culture Change

*Understanding how to foster, support, and/or lead systemic evolutionary change in organizations toward customer-centricity, qualitative research-based insights, iterative experimentation and lean problem-solution fit co-creation from a holistic organizational perspective. Driving change from wherever one is seated within a simple or complex organizational structure.*

## Strategic Design

*Exploring how design can guide business transversally and vertically. This first term will focus on how to learn from aligning human-centered investigation and solution proposals with business requirements. Using this kind of research to shape questions of strategy for the specific organization. How to crystallize & synthesis across projects, regions, departments, and stakeholders. Including how to align insights, solutions, and prototyping with various institutional stakeholders and local partners and how to deliver value to customers in existing or proposed industries and work with partners to manifest the entrepreneurial vision in the short-, mid-, and longer-terms."Future CX IS strategy."*

## Internal CXI: Driving Digital Transformation

*In the workplace, people increasingly expect the same slick, powerful technologies and the same efficient, flexible methods that they've become used to as consumers. In short, they expect to work the way that they live. This is about breaking down the barriers which separate within from without.*

## UX/UI in Agile Interactive Digital Projects

*This term will give the fundamentals and support the the projects rolling out for the final project (social impact), with attention particularly paid to UX, UI, and Usability and Digital Interaction in digital projects.*

## Data-Driven Innovation

*Driving, harnessing, and managing innovation arising from resource epicenters such as large data sets. Data literacy and visualization.*

## Behavioral Design & Nudging

*Understanding the motivation, ability, trigger model with sufficient profundity to enable effective design of user goal accomplishment facilitation in a delightful and effective manner.*

## Physical & Digital Spaces for Innovation

*A survey of the spaces in which the kind of radical collaboration vital to human-centered business and innovation can, is, and will happen; one half, spaces for innovation from the team side; the other half, on the user side.*



# PERIOD 3

## Growth Hacking

*Learn how to use lean analytics, web traffic metrics, digital conversion funnels, LTV & CAC calculations, social media, viral marketing, public relations, SEO, inbound marketing, email marketing, and paid acquisition to grow quickly.*

## Business for CXI: Quality Management & Metrics

*What success looks like according to ongoing process and business requirements. Evaluation in accordance with pre-established, non-vanity metrics is particularly mutable in human-centered processes involving high degrees of ambiguity and qualitative success markers. The internalization of standards and practices which can improve the establishment and use of those metrics is a critical function which must be honed by learning, practice, and application and depends to a large degree on training intuition and crystallizing experiential knowledge. This impact is what needs to be recorded and reported, for example.*

## Lean Entrepreneurship for Innovation

*Full entrepreneurial training and coaching for the entrepreneurial Final Project. Includes applying business fundamentals to innovate around offerings and make them a reality in the market, and key first steps for startups as well as roadmap requirements. Strong focus on LEAN methodologies.*

## Trends in Technology Applied to CXI

*Trends of technologies being applied to experience in the human-centered business environment, and understanding of the indicators which point to technologies which have not yet been invented, and which will define and/or change the game in years to come.*

## Total Experience Economy

*Trends in the social, relational, meaning economy and practical applications of 360° online-offline experiences. This is a course to wrap up the program, consolidate learning, and look forward at future impacts and future possibilities.*



# INNOLAB

(INNOVATION LAB)

Every week, teams will have a combination of these sessions in which the work conducted is publicly discussed from the perspective of the respective lab focus. The courses outlined will be spread among the three aforementioned terms. These are your final projects and progressive sessions.

Company and organizational collaborations to be announced soon.





## INNOLAB

### **1st Term: Corporate Client Project (Research Focus)**

*The final project is a team-based, creative project designed and executed over the course of the entire program with the assistance of academics and professionals in the field. This is the integrative core of the Master's experience. The investigative, synthetic, conceptual, creative, prototyping, delivery, communication, and managerial aspects of the program will be developed during the final project. Students will continuously apply the knowledge and skills acquired throughout the program, as this project will showcase their potential as experience and innovation professionals and demonstrate their ability to work at a high level of professional practice. The end product can represent a significant asset, as a crucial part in the students' professional portfolio. Also includes an introduction to Agile methodologies such as scrum as they are applied to project development. In this first term, the project will focus on a corporate client challenge, with the majority of the evaluation weighted towards investigation, research, analysis, and synthetic insights.*

### **2nd Term: Social Impact Project (Ideation & Prototyping Focus)**

*In this second term, the project will focus on a social impact challenge, with the majority of the evaluation weighted towards ideation, prototyping, testing, and iterative feedback incorporation. Global problems, sustainability, social problems, and relevant technology are a key focus here.*

### **3rd Term: Entrepreneurial Project (Delivery & Communication Focus)**

*In this third term, the project will focus on an independently motivated, entrepreneurial challenge, with the majority of the evaluation weighted towards delivery, narrative, communication, and business strategy. Absorption and mastery of program learning objectives will also factor heavily in the final evaluation.*

## INNOLAB

### **1st Term: Prototyping: Foundations**

### **2nd Term: Prototyping: Services & Systems**

### **3rd Term: Prototyping: Organizations & Change**

*Foundational course of the program. Human-centered innovation depends on the practice and posture of fast, inexpensive, iterative experimental prototyping. This first term will lean towards exploring processes and habit formation; the second term will carry greater weight as the final project will depend more on prototyping, testing, and iteration. A particular focus on prototyping services and systems, as well as remote testing, working with analogues, and contextual richness will help the teams get the most out of their final projects; and the third term will see prototyping deepen and extend to all stages of the creation of an entrepreneurial project.*

## INNOLAB

### **1st Term: Design Thinking: Products & Sprints**

### **2nd Term: Design Thinking: Service Design**

### **3rd Term: Design Thinking: Experiences, Systems & Organizations**

*Foundational course of the program. Human-centered innovation is rooted in social technology, and design thinking is a social technology which aims at bringing the tools from the designer's toolkit to bear in the practice of creating meaningful solutions to real needs owned by real people taking into considerations what is desirable to them, what is technologically feasible, and the requirements of business by multidisciplinary, T-shaped teams engaging broad groups of internal and external stakeholders in a co-creative process typified by ethnography, synthesis, experimental prototyping, and iteration. Design Thinking could be seen as the API connecting innovation and management or technology teams. The first term will focus on foundations, products and sprints; the second term will focus on Human-centered innovation a service-logic market and culture, and the third term will focus on bringing design thinking to existing organizations, building human-centered organizations from scratch, and managing evolution to design-focused organizations and structures.*



## **INNOLAB**

### **Adaptive Leadership**

*Theory and coaching in establishing and applying processes which can help the team and its members lead themselves, their peers (horizontally), and their superiors or reports (vertically up or down). For teams who will depend on implementing new social technology in multidisciplinary groups, with a foundational mandate to co-create with a broad spectrum of external and internal stakeholders, experimenting and applying those tools, postures, and habits will be critically generative. Also implies direction toward organizational design (Reference Heifetz & Linsky Adaptive Leadership Model of Harvard Kennedy School). The second term will see continued coaching and sharing sessions to apply the practices and processes in leadership they have learned with a new team and throughout the semester. Feedback from coaches and sharing of what has worked, what hasn't, what could be tried or changed, and what they would like to try in their effort to become a learning team who creates, crystallizes, and applies knowledge; and the third term, will focus on deepening the application of the processes, postures, and practices in their semester and final project teams, and concretizing so as to bring them out of the program and apply them in future teams.*

## **INNOLAB**

### **Creative Process & Practice**

*Creativity is fundamental to all of the postures and activities in this program, but it is not the scarce resource in innovation efforts. Rather, discipline is. This is the mastery of the methods to identify, sequence, and solve all of the problems arising from the challenge. Just as musicians practice scales and arpeggios regularly, students must be disciplined about their craft to maximize their impact and realize that constraints amplify creativity, rather than hampering it.*

## **INNOLAB**

### **Facilitating**

*Teams will practice facilitating workshops, meetings, projects, and research with external teams and organizations.*



# CAREER OPPORTUNITIES:

User Experience Designer  
Product Designer  
Service Designer  
Marketing Strategist  
Strategic Experience Designer  
Information Architect  
User Experience Architect  
Innovation Consultant  
Product Manager or Developer  
Interaction Designer  
Customer Insights Specialist  
Usability Consultant  
Interface Designer  
Business Transformation Manager  
CXO (Chief Experience Officer)  
CCO (Chief Customer Officer)

The methodologies and tools imparted in the MCXI have transversal value for functional areas including Marketing, Sales, Innovation, Management, Design, Business Strategy, and more.





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