

BIP

Business Innovation Programme

Mastering advanced
innovation and new
business development

Boston - Bilbao



Transform ideas & ecosystems into **business development & economic impact**

True innovation and new business development stem from a blend of creative **thinking**, strategic **planning** and hands-on **execution**, creating and monetising value.

Face real-world challenges under the guidance of **experienced mentors** creating value and putting into practice the theories and techniques learned in the classroom.



We invite you to embark on this **transformative journey** with us. Together, we will explore the forefront of innovation, value creation, business development, new income areas and challenge conventional thinking, creating a future where your entrepreneurial vision can thrive.

Koldo Atxutegi & Guillermo Dorronsoro

Business Innovation
Programme (BIP)
academic directors





Who should apply

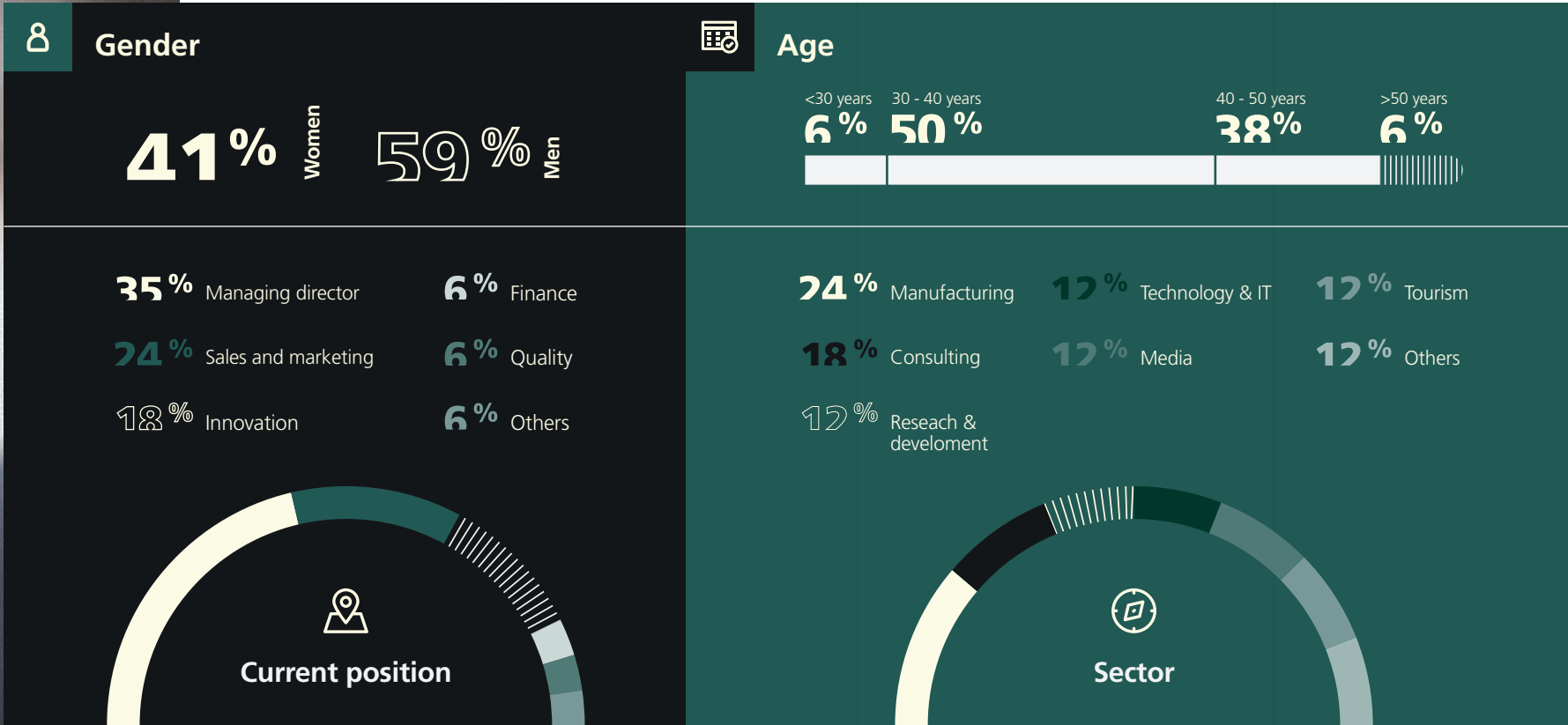
Executives committed to an innovation-based approach.

In a time of unprecedented change, the BIP fosters **new ways of thinking and creating value**, helping to achieve visions, objectives and goals on both a professional and personal level. It develops new areas within the company to generate more revenue, growth and future opportunities.

The programme is designed for individuals driven to **lead and monetise innovation**, in addition to fostering business development within their organisations.

This programme is ideal for:
→

- CEOs and C-level executives focused on potential growth and development.
- Strategy directors.
- Corporate development and sales directors.
- Innovation directors.
- Chief revenue officers.
- R&D directors, researchers and project managers in research organizations seeking to enhance the impact and transfer of their findings into marketable solutions.
- Public sector officials with responsibilities in innovation and entrepreneurship.
- Consultants and advisors aiming to help organizations build and sustain innovative practices.



Connected to
global innovation hubs

Intensive week in Boston



**Michelle
Royal**

CEO, Founder
RIDG: Royal Innovation Design Group,
The Change Agency

“I would recommend the programme to the person who wants to define the future, to the person who has an internal drive to create meaningful change in the world, and most importantly, to the person who wants to lead innovation and not be a product of the change that it is happening, but really be the agent of change.



**Manuel
Morales**

Global Digital Customer Solutions
Program Manager BBVA

“Technology, finance, digitization, sustainability, strategy, humanities, leadership, philosophy, organisation and many more topics are discussed with unbeatable classmates. I definitely recommend the programme innovation is key for the leaders and companies now and in the future.

A tipping point
in your professional career

A learning and transformative journey

Programme objectives



Welcome to a **transformative journey** where your ideas and innovative spirit will be nurtured and empowered.

The Business Innovation Programme (BIP) is designed to provide you with the knowledge, skills and practical experience to **turn cutting-edge theories into impactful actions** and navigate new ecosystems and business development areas. By the end of the programme, you will be equipped to lead and innovate in any professional setting.

The knowledge gained from our distinguished faculty will be complemented by the **Innovation and Business Development Plan (IBDP)**. This hands-on experience will not only enable you to transform your organization but also elevate your competitive potential, ensuring you are ready to make a significant impact on your industry and identify new business opportunities for your company.



**Caroline
Hetterschijt**

Innovation Specialist
**EU Intellectual Property
Office**

“One of the first things I learned during the programme was that Innovation is like rugby: You know you will get hit so you prepare for it! The course gave me many tools to prepare for the future and I am implementing many of these tools at work every day.





The **Innovation and Business Development Plan (IBDP)** is specifically designed to help you and your organization:



Gain a comprehensive understanding of advanced innovation and entrepreneurship **theories and practices**.



Acquire the skills to apply **innovative tools** like venture client and lean startup.



Build and sustain **competitive advantages** through practical projects.



Enhance leadership capabilities to create and manage **innovative and entrepreneurial ecosystems**.



Develop **strategic thinking** to identify and exploit new business opportunities and models.



Cultivate a deep understanding of **global trends** and their impact on innovation.



Gain **hands-on experience** through mentorship from experienced industry professionals.



Programme **structure**

The BIP consists of three modules with classes every two weeks (Friday full time and Saturday morning) from September to March, one intensive one-week module in Boston and the individual innovation project which culminates in a project defense in June.

01

Strategic analysis for innovation



Bilbao

Friday: 9am - 8pm - Saturday: 9am - 2pm | Every two weeks

02

Innovation management: open innovation



Bilbao

Friday: 9am - 8pm - Saturday: 9am - 2pm | Every two weeks

03

Building the innovative organization within an entrepreneurial ecosystem and monetising it



Bilbao

Friday: 9am - 8pm - Saturday: 9am - 2pm | Every two weeks

04

Leadership for innovation



Boston

Intensive one-week



Innovation and business development plan



Bilbao

Project defense



Horizon ▾

01 Strategic analysis for innovation

Drive business growth by designing smart strategies, unlocking valuable insights and stimulating innovation.



This horizon offers a comprehensive **approach to business innovation** with a focus on strategy, sustainability, digital transformation and key functional areas. Participants will explore a range of innovation tools, understand the role of Artificial Intelligence (AI) in driving innovation and analyse real-world business and sector-specific cases, equipping them to lead innovation in dynamic market environments.

01 From theories to practice

02 Innovation toolbox

→ CONTENTS

- Strategy & business innovation
- Innovation & digitalisation
- Innovation & functional areas
- Innovation & business development

- Map of innovation tools
- AI tools applied to innovation
- Business & sectorial cases





Horizon ▾

02 Innovation management

From open innovation to intrapreneurship: master the tools of business growth.



This horizon delves into **key management models** such as open innovation, venture client, corporate venture capital and intrapreneurship. It emphasizes measuring innovation success through KPIs, implementing venture client models and monetising innovation efforts. Additionally, it covers the role of sustainability in innovation, exploring how to transform innovation units into revenue-generating units and how to achieve this.

- 01 Open innovation
- 02 Venture client
- 03 Business development models

CONTENTS
↓

- Managing the ecosystem
- KPIs
- Internal structure
- New business development areas

- Concept
- Implementation
- Business cases

- Concept
- Implementation
- Monetising innovation



Horizon ▾

03 Building and agile and innovative organisation

Learning the startup mindset building, funding and scaling in the innovation landscape.



This module provides a deep dive into the **startup life cycle**, from defining key phases to exploring the fundraising and financing landscape, ultimately understanding how to engage with corporate partners. Participants will gain insights into structuring a startup's financial model, comprehending venture capital dynamics and mastering valuation methods. The module also examines the role of venture builders, the intersection of AI and innovation and the broader innovation ecosystems that drive startup growth and sustainability.

- 01 Startup mindset
- 02 Venture capital & innovation ecosystems

CONTENTS
↓

- Entrepreneurship
- Incubate / accelerate ideas
- Management tools
- Ecosystem stages

- Financing structure tools
- Venture capital finance cycle



Mercedes Ruiz Haro

Head of the Systems, Navigarion & Control
Area SENER Aeroespacial

“The teaching dynamics are designed to take advantage of team diversity, allowing the students to explore innovation and its impact on businesses in a very thorough way. I highly recommend this programme to anyone looking for insights on business innovation from strategic, management, leadership and process points of view.

The secret to a
transformative training experience

The Innovation and Business Development Plan (IBPD)



A tailor-made solution for your company or project



What is the **objective** of the IBDP?

Throughout the BIP, participants will work on a business-applied project relevant to their organisation or personal interest. This solution will be based on cutting-edge issues at the forefront of business innovation or corporate venturing with the support of experienced tutors. The development of this project is an **integrative learning experience that ties together the various threads of the programme** and facilitates their real world application.



What are the **outcomes and benefits** of the projects?

The IBDP can **cover any aspect of business innovation** in any organisation (industrial, public or third sector) anywhere in the world.

Some examples of the outcomes of recent projects have included, among others: the design and development of a methodology and tool to manage knowledge within and outside an industrial firm; the transformation of a financial entity's management model into a process-based management model.



What do **participants say** about the IBDP?

Many of the participants stated in their feedback that the business innovation project adds **significant value to them and their companies**. It enables them to learn business innovation and new business development through practice, addressing an opportunity, a problem or a challenge.



What are some of the **topics** from the BIP that can be used to prepare the project?

The BIP participants are interested in creating value by **building innovative business and promoting effective innovation or entrepreneurial practices**. Some participants will consider externally oriented projects with a focus on business innovation while other participants will opt for internally oriented projects centred on managing innovation.



Pioneers in developing **business** leaders

Deusto Business School is the
only business school in Spain
with over a century of history



Bilbao
Campus
Since 1916



Madrid
Headquarters
Since 2011



San Sebastián
Campus
Since 1956

Over a century of experience



Developing individuals
through academic rigour
and excellence.



Offering solutions to the
challenges faced by
society and organisations.



Promoting sustainable
and people-centred
projects.

15.000

People from **+70 countries** have
studied at Deusto Business School

120+

Companies trust our programmes
every year

135+

Experts in management trends make up
our **world-class faculty**

Ranked among the top 2% of business schools worldwide

Boost your
professional profile
with a **quality seal**





AACSB
ACCREDITED




ASSOCIATION
OF
AMBA
ACCREDITED

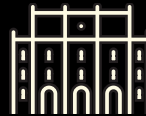
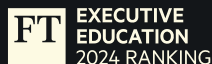


 DeustoBusinessSchool

 @deustoDBS

 [Linkedin.com/company/deusto-business-school](https://www.linkedin.com/company/deusto-business-school)

deusto.es/bip



Bilbao

Hermanos Aguirre 2
48014 Bilbao



Donostia - San Sebastián

Mundaiz 50
20012 Donostia - San Sebastián



Madrid

Calle Mateo Inurria 39
28036 Madrid

Information and admission

01 Programme fee

19.500 €

The programme fee includes tuition, learning material and catering service during the sessions.

Accommodation and travel expenses are not included.

02 Free reductions and grants

The discounts detailed below apply to 80% of the programme fee.

↓ Early Bird

- ▶ **15% discount** for pre-enrolling up to 4 months before the start date of the programme.
- ▶ **10% discount** for pre-enrolling up to 2 months before the start date of the programme.

↓ Alumni

- ▶ Deusto Business Alumni (DBA) members: **15% discount.**
- ▶ Deusto Alumni members: **10% discount.**

↓ Financial aid and grants

The University of Deusto has agreements with several banks to offer financial assistance to candidates enrolling in the programme.

This programme is eligible for funding through the State Foundation for On-the-Job Training (FUNDAE) and Individual Training Leave (PIF).

↓ Grants programme

Deusto Business School has a grants programme to support various candidate profiles and needs.

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Contact us for further information.

03 Admission process

Those interested in pursuing the programme should submit a duly completed application form to the Deusto Business School office and attend a personal interview with the programme director.

The application form is available at www.deusto.es/bip

04 Pre-enrolment

Once the admissions process has been successfully completed, and due to the limited number of places available for the programme, a payment of €1000 must be made as a pre-enrolment fee.

This amount will be deducted from the total cost of the programme once enrolment has been completed.

05 Academic accreditation

Participants are required to complete the necessary activities and attend at least 80% of the scheduled sessions to earn the Diploma in Business Administration (a qualification awarded by the University of Deusto).

06 Programme venue



Deusto Business School
Campus de Bilbao
Hermanos Aguirre 2
48014 Bilbao



Boston
week.

07 Further information

Admissions
department

Asun Angulo
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Tel. 944 139 483

Academic
direction

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Koldo Atxutegi
koldo.atxutegi@deusto.es

Deusto Business School reserves the right to modify or cancel this programme if the requirements for its successful delivery are not met.



October 2025

Mo	Tu	We	Th	Fr	Sa	Su
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6	7	8	9	10	11	12
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November 2025

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December 2025

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January 2026

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February 2026

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March 2026

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April 2026

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May 2026

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June 2026

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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Classes in Bilbao

Boston week

Project defense

01 Timetable

Classes in Bilbao
Friday: 9am - 8pm
Saturday: 9am - 2pm

