



**Mock Exam**

**Certified**

**Innovation Strategist®**

**CInS®**

**Exam Preparation Course**



# COPYRIGHT

## **GInI Certified Innovation Strategist® Mock Examination** **Copyright – Global Innovation Institute. All Rights Reserved.**

No unauthorized copying or reproduction of any contents contained herein is permitted without the express written permission of GInI – Global Innovation Institute.

Global Innovation Institute  
Grand Rapids, Michigan, USA



### **GINI COPYRIGHTED CERTIFICATION**

**The following certification is the exclusive trademarked intellectual property of GInI – Global Innovation Institute.**



### **Certified Innovation Strategist®**

All GInI certifications and accreditations are the registered trademarks of Global Innovation Holding, LLC – duly registered in the United States and other countries.

All training and examination contents associated with the GInI certifications are the copyrighted property of Global Innovation Holding LLC.

<b>Q1</b>	<b>The reason that traditional long-term strategic planning no longer works is because the world is what?</b>
A	becoming easier for everyone to predict
B	becoming much more economically homogenous
C	no longer following classic economic theory
D	no longer growing along a linear path

<b>Q2</b>	<b>The only way for organizations to remain resilient in the long run is to ensure they remain what?</b>
A	relevant to their investors
B	relevant to their markets
C	focused intently on profit maximization
D	focused on efficient business processes

<b>Q3</b>	<b>Over the past 60 years, the average lifespan of companies on the S&amp;P 500 Index has done what?</b>
A	dropped consistently, in a cyclical pattern
B	increased ever so slightly in a linear fashion
C	oscillated up and down, but on balance remained unchanged
D	grown dramatically thanks to new technology

<b>Q4</b>	<b>If our external realities gradually change, but our organization fails to change with them, the organization may cease to exist. Why?</b>
A	Our internal organization becomes operationally dysfunctional.
B	Our advertising no longer connects with new customers.
C	The basis for the value we deliver becomes null and void.
D	The basis for our accounting methods become erroneous.

<b>Q5</b>	<b>If an organization is to remain relevant – now and into the future – it must do what in relation to its charter &amp; purpose, organization, brands, and offerings?</b>
A	Tweak them every few years or so.
B	Submit them to an annual committee review.
C	Make sure they never change!
D	Constantly renew and reinvent them.

<b>Q6</b>	<b>A Responsive Growth Strategy expects and plans for what?</b>
A	rapidly changing economic conditions
B	unwavering customer loyalty
C	slowly evolving market shifts
D	rapidly emerging challenges and opportunities

<b>Q7</b>	<b>The first prerequisite for being able to leverage a Responsive Growth Strategy is having the right what?</b>
A	Governance processes for innovation.
B	Culture and philosophy for innovation.
C	Visionary top executive to drive innovation.
D	Conceptual models of innovation.

<b>Q8</b>	<b>Being able to leverage a Responsive Growth Strategy requires the organization to execute how?</b>
A	Rapidly, fluidly, and nimbly – not unlike a startup.
B	With proper discipline and oversight – needed to show compliance.
C	Fast and furious – with no rules holding us back.
D	Directly, linearly, and methodically – like an engineer.

<b>Q9</b>	<b>Which of the following is a tool that allows us to capture the things our customer sees, hears, thinks, feels, says, and does?</b>
A	Innovation Map
B	Empathy Map
C	Psychographic Map
D	Demographic Map

<b>Q10</b>	<b>Business innovation is defined as doing something in a new or novel way that delivers what to customers and markets (in a way that is profitable to the organization)?</b>
A	more value and/or better experiences
B	dazzling products and services
C	something entirely new
D	compelling marketing

<b>Q11</b>	<b>Over time, as markets evolve and their needs ‘escalate’, business organizations must do what in order to ‘escalate’ the value they bring to the market?</b>
A	Understand their strengths and weaknesses.
B	Change their business strategy.
C	Evolve their capabilities.
D	Manipulate the markets.

<b>Q12</b>	<b>When is it okay to pursue innovation as an end in itself, such as for appearing ‘innovative’?</b>
A	Never.
B	Occasionally.
C	Most of the time.
D	Always.

<b>Q13</b>	<b>Strategic innovation is when innovation is pursued for clear strategic reasons and involves what?</b>
A	Foregoing all other strategic competencies
B	Convincing the world how innovative we are
C	The relentless pursuit of revenue growth
D	A relentless pursuit of original value.

<b>Q14</b>	<b>Strategic innovation involves the ongoing discovery of what?</b>
A	Best practices for managing projects.
B	New scientific principles.
C	Emerging market needs.
D	New-to-the-world inventions.

<b>Q15</b>	<b>Pursuing strategic innovation demands a culture that does what?</b>
A	Embraces uncertainty and change.
B	Embraces ever-improving management models.
C	Shuns risk at all cost.
D	Shuns unnecessary experimentation.

<b>Q16</b>	<b>Pursuing strategic innovation demands what type of insights process.</b>
A	A very outward-looking one.
B	A very forward-looking one.
C	A very inward-looking one.
D	A very upward-looking one.

<b>Q17</b>	<b>Delivering 10X breakthrough solutions requires that we _____ into new problems that are understood at a deeper level.</b>
A	rethink opportunities
B	recast market insights
C	reframe problems
D	distill technological capabilities

<b>Q18</b>	<b>Key practice areas that aid in the ability to deliver 10X breakthrough solutions include which of the following?</b>
A	Psychology.
B	Anthropology & Sociology.
C	Design & Technology.
D	All of the above.

<b>Q19</b>	<b>Aiming for a 10X breakthrough innovation forces us to strive to understand the customer's what?</b>
A	desired outcomes
B	jobs that need to be done
C	allocated budget
D	past purchasing patterns

<b>Q20</b>	<b>What are the four types of business innovation?</b>
A	Sustaining, disruptive, descriptive, and transformative.
B	Incremental, breakthrough, management, and workplace.
C	Sustaining, incremental, disruptive, and sacrificial.
D	Incremental, breakthrough, disruptive, and transformative.

<b>Q21</b>	<b>The theme of which strategic horizon is to 'extend and defend the core business'?</b>
A	Horizon 1
B	Horizon 2
C	Period One
D	Horizon 3

<b>Q22</b>	<b>Which of the following is the theme of strategic horizon 3?</b>
A	Extend and defend the core business.
B	Expand the core by building emerging business.
C	Create viable new options to transform the organization.
D	Extend absolute dominance over your markets.

<b>Q23</b>	<b>The types of innovation that are most appropriate for the second strategic horizon are what?</b>
A	Any type of innovation will work.
B	Incremental or sustaining.
C	Disruptive or transformative.
D	Breakthrough or disruptive.

<b>Q24</b>	<b>The phrase 'Foundation of Value' refers to what?</b>
A	The core technology underlying our products and services.
B	Everything we offer and monetize.
C	The recognition of our need to innovate.
D	The promise our brand makes to the marketplace.

<b>Q25</b>	<b>The phrase 'Diffusion of Innovations' refers to what?</b>
A	How new innovations are adopted in the market.
B	How new technology gets dispersed among competitors.
C	How new marketing strategies emerge over time.
D	How new psychological insights get discovered and applied from decade to decade.

<b>Q26</b>	<b>Developing a comprehensive Innovation Strategy clarifies what for the organization?</b>
A	What other strategic imperatives it intends to pursue.
B	How much market share it intends to steal from competitors.
C	How much money it intends to make from innovation.
D	What types of innovation it intends to pursue and why.

<b>Q27</b>	<b>The Strategic Innovation Pathways answer for us – at a very high level – where we intend to ____.</b>
A	'fish' for new business opportunities
B	'hunt' for new innovation opportunities
C	explore for ways to beat our competition
D	search for ways to continuously improve

<b>Q28</b>	<b>The three sets of Innovation Pathways have which of the following respective foci?</b>
A	Value Extrapolation, Value Capture, and Value Curation
B	Value Extermination, Value Calculation, and Value Creation
C	Value Experimentation, Value Calibration, and Value Capitalization
D	Value Extraction, Value Capture, and Value Creation

<b>Q29</b>	<b>Each successive Strategic Innovation Pathway requires an increasing level of what to ensure the organization is capable of following through on execution and delivery?</b>
A	Strategic Management
B	Innovation Maturity
C	Innovation Culture
D	Innovation Governance

<b>Q30</b>	<b>Pathway 0 is called what?</b>
A	Market Extortion
B	Market Expatriation
C	Market Excavation
D	Market Exploitation

<b>Q31</b>	<b>Pathways 1, 2, and 3 belong to which strategic focus?</b>
A	Value Extraction
B	Value Capture
C	Value Creation
D	Value Capitulation

<b>Q32</b>	<b>Pathways 4, 5, and 6 belong to which strategic focus?</b>
A	Value Extraction
B	Value Capture
C	Value Creation
D	Value Capitulation

<b>Q33</b>	<b>Internal R&amp;D is classified as what type of growth?</b>
A	Organic
B	Simple
C	Grassroots
D	Inorganic

<b>Q34</b>	<b>Both Corporate Venturing and Mergers &amp; Acquisitions are classified as what type of growth?</b>
A	Organic
B	Network
C	Ecosystem
D	Inorganic

<b>Q35</b>	<b>What is the recommended H1 / H2 / H3 mix to balance short-term profit with long-term resilience (the Rule of Resilience)?</b>
A	70 / 20 / 10
B	80 / 15 / 5
C	60 / 25 / 15
D	50 / 35 / 20

<b>Q36</b>	<b>A 'problem worth solving' is one that does what? ...Which should allow us to make a return on delivering a solution.</b>
A	no one else is tackling
B	interests our executive leadership team
C	brings as little risk as absolutely possible
D	impacts enough people or organizations



<b>Q37</b>	<b>For the present and foreseeable future, a key question the organization must ask is... “Where are the markets’ greatest unmet needs?” This requires having what, with respect to their customers?</b>
A	Empathy for.
B	Curiosity about.
C	Respect for.
D	A way to control and manipulate.

<b>Q38</b>	<b>Sometimes, in the hunt for breakthrough solutions, we have to do what?</b>
A	Stop wrestling with the so few questions and start wrestling with a much larger collection of questions.
B	Stop wrestling with questions and move on to finding an answer as quickly as possible.
C	Stop wrestling with the questions this industry has been wrestling with, and wrestle with a different industry’s questions.
D	Stop wrestling with the same questions the industry has historically wrestled with, and find a more fundamental question to wrestle with.

<b>Q39</b>	<b>It is important to understand the different segments in your market because each segment may have their own what?</b>
A	Job tasks and concerns.
B	Outcome needs and motivations
C	Spending power.
D	Innovation ideas.

<b>Q40</b>	<b>According to the book The Innovator’s DNA, the five discovery skills are which of the following?</b>
A	Brainstorming, ideating, story-telling, listening, and designing.
B	Drawing, model-making, analyzing, extrapolating, and reporting.
C	Observing, questioning, networking, experimenting, and associating.
D	Demonstrating, answering, introspection, time-management, and pragmatism.

<b>Q41</b>	<b>In the Progression of Economic Value model, the following is the order of progression, from least value to highest value.</b>
A	Experiences, Services, Goods, Commodities
B	Goods, Services, Commodities, Experiences
C	Commodities, Services, Goods, Experiences
D	Commodities, Goods, Services, Experiences

<b>Q42</b>	<b>Whenever an experience is encountered on more than one domain – typically physical and digital / mobile – it is known as what type of customer experience?</b>
A	omni-directional
B	omni-event
C	omni-channel
D	omni-present

<b>Q43</b>	<b>Experience Design involves the planning and organizing of what?</b>
A	People, infrastructure, communications, and materials.
B	Machines, networks, records, and energy.
C	People, marketing, machines, and commodities.
D	Commodities, goods, services, and experiences.

<b>Q44</b>	<b>What are the 5 factors that we must consider and think through when dissecting a customer experience (existing or new)?</b>
A	Preamble / Intentions / Thoughts / Venues / Stakeholder Identities
B	Prelude / Activity / Emotions / Channel / Stakeholder Actions
C	Start / Activate / Intimate / Communicate / Finish
D	Preface / Action Items / Psychology / Location / Stakeholder Expectations

<b>Q45</b>	<b>The basis for business model innovation is not just in changing what we offer, but in changing what?</b>
A	How we go about offering it.
B	What we say we offer.
C	What we don't offer.
D	How we defend our basis for offering it.

<b>Q46</b>	<b>Business Model Innovation involves a process where we examine what?</b>
A	The internal organizational structure of our organization, to find ways for better control.
B	Our portfolio of products and services, to find ways to deliver them more efficiently.
C	The various domains of our organization, to discover which areas we can innovate in.
D	Our competitive positioning in the marketplace, to figure how to beat our competitors.

<b>Q47</b>	<b>As a design process, various business designs can be considered in any arrangement or combination until what happens?</b>
A	The one best design emerges that will always maximize the organization's profits.
B	The one best design emerges that will deliver the type of value required to resonate with a particular market need.
C	A good design emerges that the company's executives will be happy with.
D	A good enough design is found that might deliver good value to the market.

<b>Q48</b>	<b>A Business Model Canvas is a working visual tool that allows one to do what with respect to their business model, in order to find one that delivers new, monetizeable value and experiences.</b>
A	Piece together the 6 domains of potential.
B	Evaluate the 22 points of differentiation.
C	Think through completely new types.
D	All of the above.

<b>Q49</b>	<b>The most important point of a Business Plan is what?</b>
A	Does it convey all your data effectively, and will it interest the organization's executives?
B	Does it get all the financial projections right, and will it impress your management?
C	Does it tell your story convincingly, and will it sway your organization to invest in the idea?
D	Does it tell a story of massive financial return that will convince your organization to drop everything else and push this into the market right away?

<b>Q50</b>	<b>The Pitch Deck pulls selected sections out of the business plan so that the team using it can do what?</b>
A	Methodically explain each part of their business plan in detail.
B	Tell a compelling story that sells their idea to the organization.
C	Convince executives to select their idea no matter what that takes.
D	Present reams of research and findings to prove the rightness of their idea.

# ANSWER KEY

## CInS® Mock Exam

Q #	KEY	Q #	KEY	Q #	KEY	Q #	KEY	Q #	KEY
Q1	D	Q11	C	Q21	A	Q31	B	Q41	D
Q2	B	Q12	A	Q22	C	Q32	C	Q42	C
Q3	A	Q13	D	Q23	D	Q33	A	Q43	A
Q4	C	Q14	C	Q24	B	Q34	D	Q44	B
Q5	D	Q15	A	Q25	A	Q35	A	Q45	A
Q6	D	Q16	B	Q26	D	Q36	D	Q46	C
Q7	B	Q17	C	Q27	B	Q37	A	Q47	B
Q8	A	Q18	D	Q28	D	Q38	D	Q48	D
Q9	B	Q19	A	Q29	B	Q39	B	Q49	C
Q10	A	Q20	D	Q30	D	Q40	C	Q50	B



Tel: +1 877 276 7701 | Email: [gini@gini.org](mailto:gini@gini.org) | Web: [www.gini.org](http://www.gini.org)

**Copyright Notice**

All text and artwork herein are the copyrighted property of GlnI.  
Reproduction, modification, or distribution of any part of portion of the content herein requires prior written permission from GlnI.  
©Copyright 2023 GlnI. All rights reserved.