



Marketing 465

Marketing Led Innovation

Steven DuPuis

Spring 2013

E-mail: s-dupuis@kellogg.northwestern.edu

Phone: 818 919 0971

	Days	Time
Class Meeting Times	Saturday	1:30 PM – 4:30 PM

Overview

For those seeking knowledge in innovation, strategy, design, and the management of new products and services, we will explore the complex challenges organizations face in bringing innovative ideas to market. How do you know which idea is the right one? What marketing strategy & tactics should be employed? Is it break-through or incremental? What are the most effective consumer insights & observational methods? And how does branding and consumer perception play into the development and launch of a new product and service? Furthermore, we will dig into understanding the real meaning people give to the products and services they experience.

The course will benefit students who are interested in pursuing careers in marketing, innovation management, project management, brand design management, product and service consulting, and entrepreneurial ventures. We will cover emerging markets, disruptive technology, and the social and economic factors that drive success. The course will combine theory, case studies, in-class team labs, guest lectures, and practical tools and techniques – all of which you will utilize in your team project, the primary course deliverable.

This course is a project-based course. Your team will be given an innovation challenge based off of a real situation. These situations will range from a start-up company with a new product idea, to a socially conscience initiative, to a major brand losing market share. I have arranged with working professionals, within these companies, to minimally assist each project team. Many of them are actively working through the problem you have been given.

Required Material

- Course Packet consisting of cases, readings, and notes

- The course does not follow a textbook. However, two books are required for the class:

***Design-Driven Innovation* by Roberto Verganti**

***A Whole New Mind* by Daniel H. Pink**

Throughout the course I will be giving reading assignments from both of these books, along with readings from the Course Packet.

Grading

Grades will be computed as follows:

• Class Participation & Attendance	20%	Individual
• Group Participation	10%	Individual
• Process Deck	10%	Group
• Creative Brainstorming	20%	Group
• Innovation Solution Deck	20%	Group
• Challenge Report	10%	Individual
• Weekly Questions	10%	Individual

Individually adjusted for peer evaluation (10%)

Each of the above are discussed below:

Class Participation

Class discussions are one of the most valuable parts of the course and effective discussions are only possible if everyone is well prepared. It is important that you come to class prepared to discuss the reading, and your submitted question. Class participation will be assessed at each session.

Group Participation

This is a hands-on, “learning-by-doing” class. During the course of the class, you will work with your group on multiple aspects of the assignment. On the last day of class, each of your other group members will evaluate your contribution to the group throughout the quarter.

The Course Project

The course project is a substantial part of your course grade. You should plan to work on the project for the entire quarter – this is not a project that you can start at the last minute. The project will be based on real situations within real companies; these will vary between company size and a variety of industries. Each team will have a contact person within that company who will serve as your mentor. He or she will give insights into the culture, the company's process for innovation, research, consumer insights, and new product development.

There are three parts to the course project and they are as follows:

- 1) **Process Deck:** The teams' first assignment will be to interview their company contact/mentor to learn about the company and the project problem, along with how they approach innovation. Do they follow a development process? Your team will then prepare a deck on the company's innovation process along with an analysis. Each team presentation should be no longer than 10 minutes. This will allow everyone to see the differences, similarities and approaches to innovation. Both a hard and electronic copy of your slides are due at the beginning of class.
- 2) **Creative Brainstorming:** The second phase will be the development of a new product innovation that is a solution to the given problem.

Creating and marketing new innovative concepts requires a keen awareness of the social, economic, and cultural shifts occurring in society – all of which influence a product's initial acceptance and projected life cycle. Furthermore, developing ideas that speak to the problem at hand requires a collaborative effort from diverse thinkers. Understanding how to capitalize on analytical thinking with design thinking is desired in today's business environment. These skills are typically found within different individuals, so the real value lies in learning how to work collaboratively with different talents. To assist in acquiring this skill, each team will be working directly with professional designers ranging from industrial, to graphic, to advertising designers, as well as creative thinkers. Their involvement will be to provide a short brainstorming session in the development and positioning of your product idea. This will give each team the opportunity to have practical experience working with talents from differing disciplines. Having a good idea is only part of the equation, knowing how to organize, plan, and work with a team of diverse minds is key when working to turn an idea into reality.

In the 6th week of class, each team will turn in a one-page document that will outline the solution. Evaluation of the concept pitch will be based on evidence that you have spent time critically thinking about the concept, the clarity of the document, and the innovativeness of the concept.

Both a hard and electronic copy are due at the beginning of class.

- 3) **Innovation Solution Deck:** The last phase of your project is to develop a presentation deck that pitches your innovation plan. In the 10th week of the quarter, each group will present their innovation marketing plans to the class. The idea here is to act as if you are pitching this idea to upper management. Make it simple and concise. Each team presentation will be no longer than 15 minutes. Evaluation of the presentation will be based on evidence that you have thought critically about the strategy and tactics required for the implementation of your concept, as well as the clarity of your presentation.
- A copy of your slides is due at the beginning of class.

Challenge Report

The class will be given a real business problem from a company that is dealing with this situation. Each of you will access the problem and write a three-page paper on the strategic approach you feel would lead them to success.

Honor Code

The Kellogg Honor Code is applicable in this class. The complete text of the Honor Code is available on the Honor Code web site.

<http://www.kellogg.nwu.edu/student/gma/honor/index.htm>

The Honor Code is enforced at Kellogg and violations are subject to disciplinary sanctions.

General ethics and Honor Code concerns may apply to the specific components of this course as follows:

- **IP Issues and NDAs:** Your team project may include intellectual property issues, for example, if you choose to do a project on a product you may one day launch, or for a company for which you may one day work. You are responsible for discussing these issues with your teammates, classmates, and professor. It is strongly recommended that you have a signed non-disclosure agreement for sensitive issues before you begin working together on your project. You will also need to present your project to the professor and to the class. If your project is "Top Secret" it may not be suitable as a class project.
- **Working in Groups:** I expect you to have a full understanding of any written material you, or somebody else on behalf of you, submit(s) with your name on it. You must come to this understanding in collaboration with your group and you must be completely familiar with the material and be able to answer questions about the

assignment. Substantial contribution by each group member is expected. The act of signing the assignment signifies that you have substantially participated in the preparation of the assignment.

The discussion in this syllabus of the Honor Code, while intended to be as comprehensive as possible, may not cover all applications of the Honor Code. If you believe something is unclear or omitted, please do not hesitate to bring this to my attention.

Confidentiality

The projects you will be working on are to be viewed as confidential and it is required that all project work be only shared among classmates and within the classroom. We are being in-trusted with sensitive information that is being shared for the sole purpose of education. Furthermore, the ideas your teams create are for educational purposes with no intent by the participating companies to use the student team solutions. However, if the company develops similar solutions the students do not have intellectual rights.

In-Class Etiquette

My goal is to have a classroom environment that enhances the learning environment. Students are expected to attend every class and inform me when unable to do so. You should be punctual and remain in the classroom throughout. If you have to leave early because of unavoidable circumstances, you should inform me. Students should refrain from disruptive behavior such as surfing the web, checking e-mail and holding side conversations. Cell phones ringing in class can be very disruptive. Thus, all students should turn off their cell phones before the start of class. Laptops should not be used in class for any purpose other than those directly involved with taking notes or participating in class.

First Class Assignment

Professor: Steven DuPuis
Kellogg School of Management
Course 465 Marketing Led Innovation
Spring 2013

Questionnaire

Please answer the below questions and email them to me one week prior to the first class. This will assist me in understanding each of you better.

1. What are you looking to learn from this class?
2. What are your career aspirations?
3. What is your favorite color, and why?
4. If you were an animal what would you be, and why?
5. What is your favorite artist, musician, or poet?
6. Recount an experience that really inspired you.
7. What is Innovation?

Sample Product

Bring your favorite product innovation (can be a picture) feel represents good innovation. Be prepared to give us reasons why.

Reading

Design Driven Innovation: pp 1-16

Whole New Mind: pp 7-47

Date	Class Content	Pre-class reading	Deliverables Due
Class 1 April 6th	Overview, Objectives Intro to innovating new products Team Selection & Team Assignment	<u>Design Driven Innovation</u> <u>pp 1-16</u> <u>Whole New Mind</u> <u>pp 7-47</u> <u>Articles</u> <u>-Developing New Products and Services</u>	Bring your favorite new product to class. Be prepared to give us reasons why you like it.
Class 2 April 13th	Creativity and innovation Developing a culture of innovation Principles and process The innovation of meaning Competative environment Observations, human behavior, social and economic trends	<u>Whole New Mind</u> <u>pp 48-67 pp 216-244</u> <u>Design Driven Innovation</u> <u>pp 20-37</u> <u>Articles</u> <u>-Creativity and Creative Groups: Two Keys to Innovation</u> <u>- Why Culture is Key(Black Board)</u> <u>-Building a Collaborative Enterprise</u>	Email one question by Thursday evening about the reading.
Class 3 April 20th	Consumer Insights: Discovery, identifying unmet customer needs Identify problem to solve Empathy in business Speaker:Carl Fritscher	<u>Whole New Mind</u> <u>pp 158-184</u> <u>Design Driven Innovation</u> <u>pp 39-57</u> <u>Articles</u> <u>-The Open-Empathy Organization</u>	Email one question by Thursday evening about the reading.
Class 4 April 27th	Process Presentation from students (10 minutes per team) Navigating the organized politics of new ideas Open innovation Design thinking, Culture and collaboration	<u>Whole New Mind</u> <u>pp 68-99</u> <u>Design Driven Innovation</u> <u>pp 90-135</u> <u>Articles</u> <u>-Design Thinking</u> <u>-Using product design strategically</u> <u>- How P&G Tripled its Innovation Success Rate</u>	Email one question by Thursday evening about the reading.
Class 5 May 4th	Brainstorming session at The DuPuis Group office	<u>Whole New Mind</u> <u>pp 185-215</u> <u>Design Driven Innovation</u> <u>pp 138-170</u> <u>Articles</u>	Email one question by Thursday evening about the reading.

		<u>-Creativity, Improvisation and Organizations</u> - <u>The Innovator's DNA</u>	
Class 6 May 11th	Storytelling and the emotional connection it creates to brands and products Product & Brand Positioning Trends: Identify and define	<u>Whole New Mind</u> <u>pp 100-128</u> <u>Design Driven Innovation</u> <u>pp 172-187</u> <u>Articles:</u> <u>-Overcoming Consumer Resistance to Innovation</u>	Email one question by Thursday evening about the reading.
Class 7 May 18th	Market Segmentation, Product Positioning Selling innovation to management Speaker: Andria Long	<u>Design Driven Innovation</u> <u>pp 202-216</u> <u>Articles</u> <u>-Market Segmentation and Positioning</u> <u>-Darwin and the Demon</u>	Email one question by Thursday evening about the reading. Challenge Report due at the end of class
Class 8 May 25th	Commercializing a concept Product testing, Prototyping, supply chain, manufacturing and Product Launch Discuss Challenge Report Speaker: Barry Calpino (Kraft)	<u>Design Driven Innovation</u> <u>pp 190-198</u> <u>Articles</u> <u>-New Project? Don't Analyze</u> - <u>Reducing the Risks of New Product Development</u> <u>-Preparing for the Perfect Product Launch</u>	Email one question by Thursday evening about the reading.
Class 9 June 1st	Sustainability challenges, and future business models	<u>Design Driven Innovation</u> <u>pp 218-229</u> <u>Articles</u> <u>- The Sustainable Economy</u>	Email one question by Thursday evening about the reading.
Class 10 June 8th	Presentation of Innovation Solution Deck (10 minutes per team) Class discussion	<u>Articles</u> <u>-Leadership and Innovation</u>	