

Foundations of Innovation – May 22-26, 2023

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Course Overview

The ability to innovate plays a pivotal role in the growth and success of many areas of business. In this course, we tackle the challenge of bringing to market elegant and efficient solutions to strong customer needs (i.e., solutions to problems). This challenge is relevant whether you work for a startup or a large company, whether you sell products or services, and whether your customers are individual consumers or companies. We structure our learning around the following basic steps of the innovation process:

1. Opportunity identification / Idea generation
2. Design
3. Testing
4. Launch

Project

We will take on the challenge of trying to develop a new product during the week! You will apply the tools and frameworks covered in the course to progress through the innovation process (see checklist below). A set of projects will be offered by companies. You will select your project (and form teams of 4 to 6 students) before the course starts, based on materials provided by the companies. You will meet with your “client” company at the beginning of the course, and representatives from the company will attend your final presentations at the end of the course.

Alternatively, you may propose your own project (e.g., startup idea). Please contact me as soon as possible if you would like to do so.

Connection with the Core

This course builds on the following concepts and tools from the marketing core course: targeting, segmentation, positioning, conjoint analysis, advertising.

Grading

Grading will be done as follows:

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|-------------------------|-----|
| • Class participation: | 20% |
| • Case/reading surveys: | 25% |
| • Project: | 55% |

Assignments (Due Before Class)

Case/reading surveys: You are required to answer some online questions on two cases and two readings discussed during the course. Your answers should be submitted on canvas before the course starts. These are individual assignments:

- Bugaboo case
- Marketing Malpractice
- FlexIt Case
- Finding your Innovation Sweet Spot (Ideation templates)
- VerTerra case

Other readings: This will be an intensive week, so please complete all readings before class. Although you are not required to hand in any report, you are expected to read the articles in depth.

Schedule (project work in italics)

Day	Time	Topic	Preparation (readings/assignments)
Monday	morning	Company meetings / project work	Read and review project brief Any relevant background research/preparation
Monday	1.00-2.30	Bugaboo case	"Why Great Innovation Needs Great Marketing" "Ideo breaks its silence on design thinking's critics" "Bugaboo International" (<u>answer questions on canvas</u>)
Monday	2.45-4.00	Qualitative and Observational Research / Market Definition and Segmentation	"Marketing Malpractice: The Cause and the Cure" (<u>answer questions on canvas</u>)
Monday	4.00-5.00	<i>Project work (Qualitative and Observational Research / Market Definition and Segmentation)</i>	
Tuesday	9.00-10.00	Blue Ocean Strategy	"Blue Ocean Strategy"
Tuesday	10.00-11.00	<i>Project work (Blue Ocean Strategy)</i>	
Tuesday	11.00-12.00	Idea Generation	"Finding your Innovation Sweet Spot" (<u>answer questions on canvas</u>) "Hearing Every Voice in the Room" "The Daily Show's Secret to Creativity" "Why Your Next Brainstorming Should Begin with an Embarrassing Story"
Tuesday	1.00-2.30	Idea Generation and Screening	"Why Managers Squash Great Creative Ideas and Bet on Bad Ones"
Tuesday	2.30-4.00	<i>Project work (Idea Generation and Screening)</i>	
Tuesday	4.00-5.00	Disruptive innovations	"HEAD vs. LEAD: Disruptions Originating at the High-vs. Low-End of the Market"
Wednesday	9.00-10.15	Flexit case (with guest speaker Austin Cohen)	"FlexIt" (<u>answer questions on canvas</u>)
Wednesday	10.30-12.00	<i>Project work (complete Opportunity Identification / Idea Generation)</i>	
Wednesday	1.00-1.45	Business Model Canvas	"Why the Lean Start-Up Changes Everything"
Wednesday	2.00-3.30	Conjoint Analysis	"Conjoint Analysis: Online Tutorial" "Columbia Business School Case: VerTerra" (<u>answer questions on canvas</u>)
Wednesday	3.30-5.00	<i>Project work (Design)</i>	
Thursday	9.00-9.45	Voice of the Customer + House of Quality	"Note on the Voice of the Customer" "How Puritan Bennett used the House of Quality"
Thursday	9.45-10.15	Concept Testing	
Thursday	10.15-3.30	<i>Project work (complete Design and Testing)</i>	
Thursday	3.30-5.00	Launch	
Friday	9.00-10.30	Involving consumers in idea generation	"A Lead User Template: Unlocking the Value of PWD" "One Week, 3,000 Product Ideas"
Friday	10.30-1.30	<i>Project work (complete Launch + finalize project)</i>	
Friday	1.30-5.00	Final project presentations	

Main classroom: TBA

Project breakout rooms: TBA

Project Checklists

Opportunity Identification / Idea Generation stage (to be completed by Wednesday) – Identify the problem(s) you are solving:

1. Use the tools and frameworks covered in class (qualitative interviews/empathy maps, blue ocean strategies, job segmentation, ideation templates, disruptive innovations) to identify:
 - a. Problem(s) you want to solve for your customers.
 - b. Ideas for solution(s) to this(ese) problems.
2. Screen your opportunities (i.e., solutions to problems) to identify the best one(s). (You can use idea score sheet available on course webpage).

Design stage (to be completed by the end of Thursday) – refine your solution(s) to the problem(s):

Develop one (or many) concept(s) for each opportunity identified in the previous stage. For each concept provide:

- a. A positioning statement
- b. At least one perceptual map
- c. Detailed features and specification
- d. Price (or price range)
- e. Distribution channel

You can use conjoint analysis or focus groups at this stage to refine your concept(s). I expect you to collect marketing research data at least once during the week (e.g., conjoint analysis, concept test, focus group, other survey, etc.). If you are doing online marketing research, [please email me the link](#).

Testing stage (to be completed by the end of Thursday) – test your solution(s):

1. If more than one concept came out of the Design stage, use concept testing or focus groups to select the best concept.
2. Refine and improve the selected concept.

Launch stage (to be completed by the end of Friday) – launch your solution(s):

Develop non-traditional launch campaign ideas for your product or service. Use the tools and frameworks covered in the course to explore various non-traditional approaches. You do not need to provide a detailed budget for the launch plan, but your ideas need to be very specific.

Project Deliverables

- Final presentation (use template on course webpage). Include Appendix containing details of your market research / analyses, and how you applied the tools covered in the course to your project.
- Business Model Canvas for your innovation (use template on course webpage).

Detailed Readings Information

Opportunity Identification / Idea Generation

Yohn, Densie L. (2019), “Why Great Innovation Needs Great Marketing,” *Harvard Business Review*.

Schwab, Katharine (2019), “Ideo breaks its silence on design thinking’s critics,” *Fast Company*.

Levav, Jonathan, and Olivier Toubia (2008), “Bugaboo International,” *Columbia CaseWorks*.

Submit your answers on canvas

Christensen, Clayton M., Scott Cook, and Taddy Hall (2005), “Marketing Malpractice: The Cause and the Cure,” *Harvard Business Review*.

Submit your answers on canvas

Kim, W. Chan, and Renée Mauborgne (2004), “Blue Ocean Strategy,” *Harvard Business Review*.

Toubia, Didier, Elie Ofek and Olivier Toubia (2021), “HEAD vs. LEAD: Disruptions Originating at the High-vs. Low-End of the Market,” Harvard Business School Publishing.

Brucks, Melanie, and Olivier Toubia (2022), “FlexIt,” Columbia Business School case.

Submit your answers on canvas

Idea Generation and Screening

Goldenberg, Jacob, Roni Horowitz, Amnon Levav, and David Mazursky (2003), “Finding your Innovation Sweet Spot,” *Harvard Business Review*.

Submit your answers on canvas

Gilbert, Phil (2014), “Hearing Every Voice in the Room,” *The New York Times*.

Grant, Adam “The Daily Show’s Secret to Creativity” (2018),
<https://podcasts.apple.com/us/podcast/creative-burstiness-at-the-daily-show/id1346314086?i=1000405268582&mt=2> (you can skip the ad from 13:25-16:50)

Wilson, Elizabeth, Leigh Thompson and Brian Lucas (2019), “Why Your Next Brainstorming Should Begin with an Embarrassing Story,” Kellogg Insight
(<https://insight.kellogg.northwestern.edu/article/boost-creativity-brainstorm-embarrassment>)

Craig, William (2016), “Why Managers Squash Great Creative Ideas and Bet on Bad Ones,” *FastCompany*.

Involving consumers in idea generation

Raman, Nithya, and Olivier Toubia (2013), "A Lead User Template: Unlocking the Value of PWD," *Columbia CaseWorks*.

Simon, Ruth (2014), "One Week, 3,000 Product Ideas," *The Wall Street Journal*.

Design**Business Model Canvas**

Blank, Steve (2013), "Why the Lean Start-Up Changes Everything," *Harvard Business Review*, May, 1-9.

Conjoint analysis

Ofek, Elie, and Olivier Toubia, "Conjoint Analysis: Online Tutorial" – create an account and access the tutorial at: <https://hbsp.harvard.edu/import/817874>
(OPTIONAL)

Toubia, Olivier (2011), "Columbia Business School Case: VerTerra."

Submit your answers on canvas

The voice of the customer

Toubia, Olivier, "Note on the Voice of the Customer."

The house of quality

Hauser, John (1993), "How Puritan Bennett used the House of Quality," *Sloan Management Review*, Vol. 34 Issue 3, p61.