

Course Syllabus

MKTG 473: Marketing Analytics

Instructor: Professor Ed Love

MKTG 473/MBA 534 Innovation

Ed Love

Course Syllabus

What it's all about:

In this course, we will explore three methods that have been applied to the commercialization of new or innovative products. These are:

- Geoffrey Moore's Chasm Marketing model *Crossing the Chasm*,
- W. Chan Kim & Renee Mauborgne's *Blue Ocean Strategy*, and
- Clayton Christensen's theory of disruptive innovation, as presented in *The Innovator's Solution*

Upon completion of the course you should be able to:

1. Understand how Design Thinking is used to create innovation
2. Evaluate the potential of a product innovation
3. Understand the difference between a discontinuous and continuous innovations
4. Understand the difference between a disruptive and sustaining innovation
5. Develop new product marketing strategies based on the three methods discussed in class
6. Evaluate a market's potential for new entrants
7. Determine which types of firms will benefit most from a given innovation

General Expectations:

Discussion is welcome as an important part of the learning process, and students are expected to actively participate in class. Although the ability to express yourself will help you to succeed as professionals, I understand that some students can be very uncomfortable speaking in front of others. If this is true for you, let me know by week 2 of the quarter and I will find other ways for you to get participation points.

Class projects should be considered professional deliverables that a) demonstrate your proficiency with class material, b) provide valuable market insight, and c) are professional in presentation and very well written.

Textbook and Readings

Required: Geoffrey Moore, [Crossing the Chasm](#),

Required: W. Chan Kim and Renée Mauborgne, [Blue Ocean Strategy](#)

Required: MKTG 473 Course pack, available online from Harvard: <http://cb.hbsp.harvard.edu/cbmp/access/50412153>
(<http://cb.hbsp.harvard.edu/cbmp/access/50412153>)

You need to register on the site to create a user name if you do not already have one.

Some course materials are PDF documents and you can open them with Adobe Reader. You will have access to the course materials for 6 months.

After you register, you can get to the coursepack at any time by doing the following:

1. Visit **hbsp.harvard.edu** and log in.
2. Click **My Coursepacks**, and then click Innovation SU 16

Recommended: Clayton Christensen, [The Innovator's Dilemma](#), [The Innovator's Solution](#)

Recommended: Joshua Gans, [The Disruption Dilemma](#)

Recommended: Jeff Dyer, Hal Gregersen and Clayton M. Christensen, [The Innovator's DNA](#)

Recommended: The Wall Street Journal, Harvard Business Review

Supplementary readings and cases will be provided during the quarter

This is a reading intensive class. Here is a short video with some surprisingly useful tips on how to study: <https://vimeo.com/169193980>
(<https://vimeo.com/169193980>) (you'll be glad you watched this).

Student Evaluation

The evaluation (final grade) will be based on your participation in classroom discussions, contribution to the team project, and one exam.

Regular and informed classroom discussions will be used to evaluate your in-class performance. You are also expected to make a full contribution to your team research project. At the completion of the project, you will evaluate the performance of all team members, and your teammates' evaluations of you will have an impact on your grade.

Research Project – Marketing Plan

Your team will develop a marketing plan that a new or existing firm would use to bring an innovative product to market. For example, you could develop an innovative mobile app that helps people solve the problem of wasted food by managing the contents of their refrigerators. Whatever, just so long as your innovation solves a problem or creates new value. The choice of firm and product is up to your team but must be approved by your Professor Love.

Good plans will be thorough, creative, realistic, and insightful. They should be extremely well written with a professional look and feel. Imagine that you are consultants presenting this work to the firm.

The project is an important part of the course. The success of the project depends on your ability to select a well-defined topic early, to make a serious individual commitment, and to develop an effective group organization. The general breakdown for how the project will be graded is as follows:

Problem Identification and Proposed Solution

One of the very first assignments in the course will be to identify a problem that your group wishes to solve in their project. As we will discuss, identifying a good problem that consumers want solved is far more important than coming up with an idea for an interesting product.

Once you have identified the problem, your team should propose a creative idea for solving that problem. This should be a very high level solution at this stage; don't worry about providing too many details.

Your problem and solution statement should run no more than two or three paragraphs and should be turned in via Canvas on the date listed above. Prof. Love may ask you to revise the proposal if the project does not seem feasible.

Concept Analysis

The concept analysis is an extension of the problem and solution document. Your group will need to do a significant amount of research to answer the following questions about your concept in detail. Note that even though this is a bulleted list, you are expected to turn in a report that addresses this in paragraph format (each bullet or sub-bullet could represent a section or subsection of your report, though. Do make it easy to find where each item is addressed). See the sample project for an example of pretty good work:

- Is the problem worth solving?
 - Is there a customer need?
 - Is enough value created that you can realize some kind of revenue stream?
 - What are the existing solutions for this problem/how are people solving the problem today?
 - Are the existing solutions good enough?
 - **NOTE:** Be sure to provide detailed information about competing firms, including their products, their target customers, and their resources.
 - How is your concept different from what might be expected from these other firms?
 - What other possible solutions exist?
 - Who specifically has this problem?
 - What different groups of customers have this problem?
 - How does the problem differ across the groups?
 - How large are these groups?
 - What related problems must also be solved to create a comprehensive solution?
 - What are the costs related to providing the solution?
 - Where do customers currently look for solutions to this problem?

- Is there a better place to reach them?
- Whom or what do you expect customers to reference before choosing a solution to this problem?
- Which customers are underserved when solving this problem currently? Which customers are overserved?
 - In what ways are they underserved or overserved?
 - How would you measure success?
 - What resources and partnerships need to be in place in order for you to succeed?
 - What are the key risks that you face?

Final Project Plan

The final project plan will be based on the information that you gathered in the concept analysis. In this section, you will apply one or more of the three frameworks we discuss in class to develop a go to market strategy for your product. It is likely that your solution concept will have changed significantly from what you proposed at the beginning of the course. This is normal.

The length of the presentations will depend on the number of teams in the class, but should be around 30 minutes.

Cases

Most class sessions will focus on a case presentation and discussion. Undergrad teams will be required to present two cases.

Teams should email PowerPoint slides to the instructor by the end of the presentation day.

Cases will be evaluated both on the quality of the analysis and the effectiveness and professionalism of the delivery. The overall case grade will also be determined by the student's contribution to case discussions.

The entire team is expected to contribute to the case write-ups.

MBA teams will be required to write up and turn in analyses of 4 cases. MBA team 1 will write up the even-numbered cases, MBA team 2 will write up the odd-numbered cases (starting with case 3).

NOTE: students who are not doing a write-up are expected to carefully read and analyze each case, and be prepared to contribute to the discussion. Professor Love may periodically "cold-call" students in the class.

Exams

There will be two exams in the class, the second of which will be comprehensive. Exams will be completed by you individually.

Course Outline:

Date	Topics
Tue, June 21	Customer Orientation and Design Thinking
Wed, June 22	The Innovator's DNA
Thu, June 23	Disruptive Innovation
Tue, June 28	Disruptive Innovation
Wed, June 29	Disruptive Innovation

Thu, June 30	Disruptive Innovation
Tue, July 05	Chasm Marketing
Wed, July 06	Chasm Marketing
Thu, July 07	Chasm Marketing
Tue, July 12	Blue Ocean Strategy
Wed, July 13	Pitch and Pivot
Thu, July 14	Blue Ocean Strategy
Tue, July 19	Blue Ocean Strategy
Wed, July 20	Blue Ocean Strategy
Thu, July 21	Integrated Innovative Thinking
Tue, July 26	Integrated Innovative Thinking
Wed, July 27	Presentations
Thu, July 28	Presentations

Grade Scale:

Grade	% Range	Explanation
A	94-100	Exceptional work, ready to apply concepts in professional environment
A-	90-93.9	Exceptionally good work, link concepts but missing a minor point
B+	87-89.9	Excellent work but missing more than one minor issue
B	84-86.9	Very good work
B-	80-83.9	Very good work but missing a key point (or several small ones)
C+	77-79.9	Good work but lacking on several issues
C	74-76.9	Adequate
C-	70-73.9	Meets course requirements
D	64-69.9	Below expectations, does not meet course requirements
F	Below 64	Unacceptable work

Assignments Summary:

Date	Details	due by
Wed Jun 22, 2016	 Reading: Design Thinking (Course pack) https://www.instructure.com/courses/1058183/assignments/3298581	11:58pm
	 Reading: Design and Meanings: Innovating by Making Sense of Things https://www.instructure.com/courses/1058183/assignments/3300934	11:59pm
Thu Jun 23, 2016	 Reading: Why Good Companies Fail to Thrive (Course pack) https://www.instructure.com/courses/1058183/assignments/3298584	11:50pm
	 Case Presentation Assignments https://www.instructure.com/courses/1058183/assignments/3298569	11:59pm
	 Problem Identification and Proposed Solution https://www.instructure.com/courses/1058183/assignments/3298574	11:59pm
Mon Jun 27, 2016	 Reading: How Can We Beat Our Most Powerful Competitors? https://www.instructure.com/courses/1058183/assignments/3298582	11:52pm
	 Reading: What Products Will Customers Want to Buy? (Course pack) https://www.instructure.com/courses/1058183/assignments/3298583	11:54pm
Wed Jun 29, 2016	 Case 1: Swatch (https://www.instructure.com/courses/1058183/assignments/3298560)	11:55pm
	 Swatch Quiz (https://www.instructure.com/courses/1058183/assignments/3298546)	11:56pm
Tue Jul 5, 2016	 Case 2: Netflix (https://www.instructure.com/courses/1058183/assignments/3298561)	11:56pm
	 Netflix Quiz (https://www.instructure.com/courses/1058183/assignments/3298557)	11:57pm
Wed Jul 6, 2016	 Reading: Crossing the Chasm, Chapters 1-4 https://www.instructure.com/courses/1058183/assignments/3298579	11:57pm
Tue Jul 12, 2016	 Case 3: Linden Labs https://www.instructure.com/courses/1058183/assignments/3298562	11:56pm
	 Linden Labs Quiz https://www.instructure.com/courses/1058183/assignments/3298558	11:56pm
	 Reading: Crossing the Chasm, Chs. 5-7 https://www.instructure.com/courses/1058183/assignments/3298580	11:58pm
Wed Jul 13, 2016	 Reading: Blue Ocean Strategy (BOS) Chs. 1-2, Appendix B https://www.instructure.com/courses/1058183/assignments/3298576	11:57pm
	 BOS Chs. 1-2, Appendix B Quiz https://www.instructure.com/courses/1058183/assignments/3298555	11:58pm
	 Case 4: Crafting Winning Strategies in a Mature Market - The U.S. Wine Industry in 2001 (https://www.instructure.com/courses/1058183/assignments/3298563)	11:58pm
	 Concept Analysis https://www.instructure.com/courses/1058183/assignments/3298570	11:59pm
	 Crafting Winning Strategies... Quiz https://www.instructure.com/courses/1058183/assignments/3298549	11:59pm

Date	Details	
Thu Jul 14, 2016	 Pitch & Pivot (https://www.instructure.com/courses/1058183/assignments/3298573)	due by 11:59pm
	 Reading: BOS Chs. 3-4 (https://www.instructure.com/courses/1058183/assignments/3298577)	due by 11:56pm
	 BOS Chs. 3-4 Quiz (https://www.instructure.com/courses/1058183/assignments/3298552)	due by 11:57pm
	 Case 9: Rent the Runway (https://www.instructure.com/courses/1058183/assignments/3298568)	due by 11:57pm
	 Case 5 "How a US Consumer Products Company Unlocked..." Quiz (https://www.instructure.com/courses/1058183/assignments/3298554)	due by 11:58pm
Fri Jul 15, 2016	 Exam 1 - Not this one (https://www.instructure.com/courses/1058183/assignments/3298559)	due by 11pm
Mon Jul 18, 2016	 Exam 1 - Take this one (https://www.instructure.com/courses/1058183/assignments/3298550)	due by 5pm
Tue Jul 19, 2016	 Case 7: Wikipedia (https://www.instructure.com/courses/1058183/assignments/3298566)	due by 11:57pm
	 Reading: BOS Chs. 5-6 (https://www.instructure.com/courses/1058183/assignments/3298578)	due by 11:57pm
	 BOS Chs. 5-6 Quiz (https://www.instructure.com/courses/1058183/assignments/3298553)	due by 11:58pm
	 Case 6: Zappos.com (A) (https://www.instructure.com/courses/1058183/assignments/3298565)	due by 11:59pm
Wed Jul 20, 2016	 Case 8: Nintendo (https://www.instructure.com/courses/1058183/assignments/3298567)	due by 11:58pm
	 Nintendo Quiz (https://www.instructure.com/courses/1058183/assignments/3298547)	due by 11:59pm
Thu Jul 21, 2016	 Case 5: The Marvel Way: Restoring a Blue Ocean (https://www.instructure.com/courses/1058183/assignments/3298564)	due by 11:58pm
	 Prius Quiz (https://www.instructure.com/courses/1058183/assignments/3298551)	due by 11:59pm
Wed Jul 27, 2016	 Second Half Participation (https://www.instructure.com/courses/1058183/assignments/3298585)	due by 11:59pm
	 Project Presentation (https://www.instructure.com/courses/1058183/assignments/3298575)	due by 11:59pm
Thu Jul 28, 2016	 Final Plan (https://www.instructure.com/courses/1058183/assignments/3298571)	due by 11:59pm
Fri Jul 29, 2016	 Final Exam - Take this one (https://www.instructure.com/courses/1058183/assignments/3298548)	due by 11pm
	 First Half Participation (https://www.instructure.com/courses/1058183/assignments/3298572)	