



UNIVERSITY OF
MARYLAND

ROBERT H. SMITH
SCHOOL OF BUSINESS

BMGT 352 : CUSTOMER CENTRIC INNOVATION
Spring 2011

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Class Schedule	TBD
Office Hours	By Appointment.

This course focuses on the process of developing innovations - new products or services - from the perspective of a marketer. The central belief of this course is that for an innovation to be successful in the marketplace, it has to be customer centric. Accordingly, in this course we will try to understand how to overcome the challenge of developing and bringing to market elegant and efficient solutions to strong customer needs. This is a fundamental business challenge - and is faced when developing a new product or a new service; while working in a startup or an established company; or while serving customers who are individuals or large corporations. To address this challenge, in this course we will study the various steps involved in the process of innovation, and identify the critical problems that are commonly faced by decision makers driving innovation. To understand how to tackle these decisions, we will study state of the art approaches, frameworks, tools and models that have been recently validated by innovative companies. This will be achieved via a mix of case discussions and classroom lectures. Alongside cases and lectures, a key aspect of learning in this class will be a term-long group project, in which you will continuously apply learnings from the class towards developing a new product or service. **In addition, throughout the course, we will be discussing how we can incorporate sustainable business practices in developing our innovations.**

Innovation is inherently an interdisciplinary topic - hence the contents of this class should appeal to a broad cross section of students - the common ground being an interest in understanding the **process** of developing an innovation. Students with an interest in innovation, marketing, entrepreneurship, decision analysis, and strategic management are particularly encouraged to enroll.

Course materials: There is no required textbook. However, a course-pack is required, and can be purchased from the HBSP site (you may have to create a student account to access it) at this link:

- Required Coursepack:
- Optional Coursepack: (alternatively, these readings can be downloaded via the UMD library website - I will post instructions on Blackboard about how to do so)

Reference Books: For additional reading:

- Design & Marketing of New Products, by Urban & Hauser, Prentice-Hall.
- Innovation Tournaments: Creating and Selecting Exceptional Opportunities, by Terweisch & Ulrich, Harvard Business School Publishing.
- Product Design & Development, by Ulrich & Eppinger, McGraw-Hill.

Grading: Grades will be based on class participation, case analysis, in-class quizzes, a course project, and a final exam. The final grade will be computed as follows:

Class Participation:	20%
Case Analysis:	20%
Quizzes:	20%
Final:	20%
Course Project:	20%

Class participation: You are expected to contribute to the discussion in class in a meaningful way, and this will be an important component of your evaluation. Be it a case or an assigned article, be well prepared for each session, and ready to be called upon to answer questions. Good class participation means making substantive contribution that moves our analysis and understanding forward. Hence, class participation grades will be based on not just quantity but also the quality and regularity of your contribution. If for any reason you must miss a class, let me know in advance.

The material covered in class will generally supplement the assigned readings. For every class, there are two types of readings:

- 1. Required Readings:** read these in depth beforehand, we will typically discuss these in class.
- 2. Additional Readings:** read these either before or after class; these will *not* tend to be the basis for class discussion. These might also include some advanced articles and papers on specific topics (sometimes taken from academic journals). I will be happy to discuss them with you individually.

Case Analysis: A written analysis is due for selected cases. This is an individual assignment, and the due dates are indicated in the schedule. A typed case analysis is *due in class* at the beginning of the corresponding session. This write-up should be at most *one page*. [This is a **strict constraint: none of the content beyond the first page will be graded** - because, being succinct in developing recommendations is also an important skill to develop and master.] There is no mandatory outline for the report. **A good case report provides synthesis:** it is well structured, summarizes the problem, integrates key facts, presents logical arguments in defense of the recommended solution, and provides suggestions for implementation. For additional information, refer to the background reading in the course-pack on how to analyze a case.

Quizzes (In-Class): These will be ~10 minute quizzes, on dates outlined in the schedule. Typically, these will be held at the start of class, so it is important to be in class on time.

Course Project: Another important feature of this class is a semester long course project. The objective of this project is to allow you to continuously apply the tools and frameworks we discuss in class to the development of an innovation. You are expected to work on this project throughout the semester, in teams. We will have team meetings during the semester to discuss progress as well as hurdles you may be facing. More information on these meetings and your deliverables is provided later in this syllabus. At the end of the semester, all teams will present their work to the class.

CLASS SCHEDULE

#		Topic	Description	Deadlines, Work Due, In-Class Activity, etc.
1		Introduction	Course Overview, The Innovation Process	
2		Crash Course in Innovation	Innovation at IDEO	
		Sustainable Innovation	Cradle to Cradle Design	
3		Opportunity Identification 1	Sensing Opportunities Externally. Ethnographies in the Front End	
4		Opportunity Identification 2	Case: Innovation at 3M. Lead Users	Written Case Analysis for 3M due at start of class
5		Opportunity Identification 3	Sensing Opportunities Internally. Blue Ocean Strategies	Quiz 1
6		Opportunity Identification 4	Case: Clocky. Opportunities from Segmentation	Prepare for Discussion
*		<i>Project Deadline</i>	<i>Identifying Opportunities</i>	<i>Task 1, due by 11:59pm, EST</i>
*		<i>Project Deadline</i>	<i>Evaluating Opportunities</i>	<i>Task 2, due by 11:59pm, EST</i>
7		Opportunity Screening	Strategic Fit, Real-Win-Worth It?, Economics of Innovation	Quiz 2
*		<i>Project Deadline</i>	<i>Your Favorite Opportunity</i>	<i>Task 3, due by 11:59pm, EST</i>
8		Team Formation	In-class discussion of Darwinator outcomes, Forming Teams	Bring your print-out for Task 3 to class.
*		<i>Project Deadline</i>	<i>Opportunity Summary</i>	<i>Task 4, due by 11:59pm, EST</i>
9		Concept Generation 1	How to Generate Concepts?	
10		Concept Generation 2	Case: What's the BIG Idea? Open Innovation	Prepare for Discussion
11		Concept Generation 3	Innovation Templates, Bio-mimicry	
12		Concept Evaluation	Evaluating and Selecting Concepts	Quiz 3
13		First Project Meet	Discussion of Chosen Concept	
*		<i>Project Deadline</i>	<i>Finalized Concept</i>	<i>Task 5, due by 11:59pm, EST</i>

#		Topic	Description	Deadlines, Work Due, In-Class Activity, etc.
14		Transition to Reality	Prototypes and their Role in Innovation	
			SPRING BREAK	
15		Design 1	Case: Segway	Prepare for Discussion
16		Design 2	CBP, Perceptual Maps	
17		Design 3	Design Optimization Using Conjoint Analysis	
18		Design 4	Product Specifications using House of Quality, Aesthetics	Quiz 4
19		Second Project Meet	Design Details	
*		<i>Project Deadline</i>	<i>Design Report</i>	<i>Task 6, due by 11:59pm, EST</i>
20		Testing 1	Methods for Testing - Pretests and Test Markets	
21		Testing 2	Case: Bank of America. Rapid Experimentation	Written Case Analysis for BoA due at start of class
22		Testing 3	Innovation Diffusion	
23		Testing 4	Prediction Markets, Neuro-marketing, Future of Testing	Quiz 5
*		<i>Project Deadline</i>	<i>Testing Objectives and Findings</i>	<i>Task 7, due by 11:59pm, EST</i>
24		Launch 1	Pricing your Innovation, True Cost Accounting	
25		Launch 2	Case: Hasbro POX	Prepare for Discussion
26		Launch 3	Planning for Launch, Viral Marketing	Quiz 6
*		<i>Project Deadline</i>	<i>Final Presentation</i>	<i>Task 8, due by 11:59pm, EST</i>
27		Group Presentations	In-Class Group Presentations on Project Work	
28		Group Presentations	In-Class Group Presentations on Project Work	
29		Group Presentations	In-Class Group Presentations on Project Work	
*		Final Exam	From 8:00 am - 10:00 am (as per Registrar schedule)	

* These are deadlines that lie outside the regular class time *