

MHR 7660 Innovation Practice

Class: 4483

Meets: Wednesdays 6:15pm-9:30pm

275 Gerlach Hall

Instructor: Michael Fruhling

Office Hours: by appointment

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I. Course description and highlights:

In an increasingly dynamic and global competitive marketplace, top line growth is vital to ensure relevancy and long-term viability for organizations of all types. Innovation is integral to such growth.

Successful practice of innovation reduces the risk of market disruption and category obsolescence by extending the life cycle of products, brands and companies, and can help to stave off new market entrants. Innovators can also create new markets and expose white space for products and brands while creating opportunities for category expansion all through the management of a portfolio of innovation projects.

This course provides students with a working knowledge and understanding of the theories, tools and practices of innovation process, including their commercial application. It also provides perspectives from real-world practitioners who have firsthand expertise in successfully practicing innovation within their respective organizations.

Over the course of seven weeks, students will study theories in innovation from text readings, cases and articles, learn about emerging trends in new product and service creation from a dynamic mix of guest lecturers and apply this knowledge to a group project focused on the successful development and launch of new products, services and enterprises.

This course is intended for graduate level students with diverse business interests and from various majors who desire to work on innovation initiatives as an active member of cross-functional teams with responsibility for creating and commercializing new ideas.

The course addresses 3 phases of innovation: from ideation to commercialization.

1. Value Creation (What is the value proposition for customers?)
2. Value Delivery (What mechanisms and channels enable it to deliver value to customers?)
3. Value Capture (How does the firm “get paid” for the value that it creates?)

II Course Objectives and Approach:

This class is intended to be highly interactive and discussion oriented. As such, regular attendance is mandatory and vital to the successful completion of the course. Consistent, quality participation and discussion are important aspects of the course and will require active involvement and contribution from all students. The course will address the following aspects of innovation in practice:

- Innovation strategy and how it relates to business strategy and goals.
- Key drivers for a strong, customer-focused innovation organization.
- Developing customer-based value propositions based on an understanding customer problems, needs, and market opportunities.
- Understanding different types of innovation and the respective approaches that organizations take in pursuing each.
- Innovation portfolio development and how this relates to risk management.
- Different innovation methodologies and processes, including Lean Launch Pad, Design Thinking, Open Innovation, Crowdsourcing, Co-creation/Startup Partnership.
- Innovation organization and resource management.

III. COURSE MATERIALS

Course Text:

Title: "Mapping Innovation: A Playbook for Navigating a Disruptive Age"

Published: 2017

Author: Greg Satell

Title: "*The Game Changer - How You Can Drive Revenue and Profit Growth with Innovation*"

Published: 2008

Authors: A.G. Lafley and Ram Charan

Texts will be available via the OSU Bookstore (Barnes and Noble on High Street) or may be purchased through whatever alternative means the student prefers.

Course Packet: Required reading packet available at the OSU Bookstore (Barnes and Noble on High Street). Includes readings (articles and book/chapter excerpts) and case studies.

NOTE: includes copyrighted material and therefore requires that **each** student purchase his or her own copy of the materials.

IV. CLASS SCHEDULE, TOPICS & ASSIGNMENTS

WEDNESDAY, FEBRUARY 28, 2017:

Introduction to Innovation

- LEC. NOTES 1: - Review Syllabus, our respective commitments to each other.
An Introduction to Innovation (Part 1): Debunking innovation myths, making innovation happen.
- BREAK
- LEC. NOTES 2: An Introduction to Innovation (Part 2): Why innovation matters (on a macro and micro level), why innovation is more important than ever before, how innovation differs from invention, different kinds of innovation, innovation success determinants, reasons for innovation failure, skills needed in successful innovation, critical thinking skills, examples of successful and unsuccessful innovations.

Reading Assignments: Mapping Innovation, Chapters 1&2.

WEDNESDAY, MARCH 7, 2017:

Value Creation

- LEC. NOTES 3: Customer Centric Innovation (Part 1): Mapping Innovation Chapter 1: characteristics of innovation, Mapping Innovation Chapter 2: innovation is combination, resistance to innovation. Introduction to customer-concentric innovation, what are the bases for value propositions, consumer research overview (learning from consumers), outlining a value proposition. **Guest lecture: Paul Reeder, Executive Director of Fisher College Center for Entrepreneurship and Innovation.**
- BREAK
- LEC. NOTES 4: Customer Centric Innovation (Part 2): Value-creation process, how to define “value”, design thinking.

Reading Assignments: The Game Changer Chapters 1-5.
Case: Ideo Product Development.

WEDNESDAY, MARCH 14, 2017: SPRING BREAK NO CLASSES

WEDNESDAY, MARCH 21, 2017:

- LEC. NOTES 5: Introduction to The Game Changer: Chapters 1&2 (overview of the lessons of the book), Chapter 3 (Customer as “Boss”). **Guest Lecture: Bob Taylor, VP of Innovation at Inventiv.**
- BREAK
- LEC. NOTES 6: Innovation Strategy: The Game Changer: Chapter 4 (Motivating Purpose and Values, Setting Stretch Goals, Being Strategic and Choiceful), aligning innovation strategy with business strategy. Chapter 5 (Leveraging Core Strengths in Innovation)

Reading Assignments: Mapping Innovation: Chapter 3-4, The Innovator’s Dilemma.

WEDNESDAY, MARCH 28, 2017:

- LEC. NOTES 7: 4 Types of Innovation: Mapping Innovation: Chapter 3 (4 Types of innovation: basic, sustaining, breakthrough and disruptive). Discussion of disruptive innovation. **Guest lecturer: Tom Marchese, Former VP of Marketing, KFC.**

- BREAK

- LEC. NOTES 8: Lean Launchpad: Mapping Innovation: Chapter 4 (Overview of Lean Launchpad and the process, and its components- finding customers, MVP, and Pivot.)

Reading Assignments: Mapping Innovation Chapter 5, MIT-Sloan Review: How Useful is the Theory of Disruptive Innovation?

WEDNESDAY, APRIL 4, 2017

- LEC. NOTES 9: Opening Up Innovation (Part 1): Mapping Innovation Chapter 5, Open Innovation.

- BREAK

- LEC NOTES 10: Opening Up Innovation (Part 2): Crowdsourcing, Co-development/Startup partnerships

Reading Assignments: The Game Changer Chapter 6-8
Case Study: "Innocentive.com"

WEDNESDAY, APRIL 11, 2017

-LEC. NOTES 11: The Organizational Structure: The Game Changer Chapter 6: (Enabling Structures...e.g. what should my innovation organization look like?, funding structures. Chapter 7: Consistent and Reliable Systems (e.g. what should my innovation process look like?), 5 Building block framework for innovation, the Innovation Review. **Guest lecturer: Lisa Ingram, CEO of White Castle.**

BREAK

-LEC. NOTES 12: Budgeting. Intellectual Property, The Game Changer Chapter 8 (Managing the Risks of Innovation), Putting it All Together.

WEDNESDAY, APRIL 18, 2017

Group Presentations (See Description on Next Page)

Final Review

WEDNESDAY, APRIL 25, 2017
FINAL EXAM

Exam Location: 315 Gerlach - 100 points

The exam will take the form of five – six short essay questions, and will be open book, and open note. The test may be hand written, or typed electronically and submitted to Carmen drop box.

Exam will be taken in real time, in classroom over one hour and 30 minutes.

Grading performance assessed not only on the ability to identify the correct material, but more importantly, upon the ability to supply unique and meaningful examples of companies or products or services when called for, and the ability to correctly and effectively apply theories, tools and frameworks from the course in all answers.

Each question will be worth a maximum of 20 points, based upon a level of detailed understanding provided in a concise response.

Group Project:

Working in teams of 4 and utilizing learning from the course, research, identify and develop a final presentation and formal deliverable (A Power Point or equivalent but not a typed report) which details an example of a major brand and company of any type from any industry vertical that in your opinion is in great need of deploying innovation processes and practice in the development of new products and/or services.

Research the company using published information and data (citing its sources) to inform the situation analysis, including competitive assessment.

Presentations should minimally include the following:

- The brand/company upon which you are basing your presentation.
- Its current business model for creating, delivering and capturing value for its value propositions.
- A situation analysis (including competitive assessment) that serves as the basis for your assertion that it is in need of revitalization.
- The particular Problems, Disruptions and Opportunities that form the basis for an innovation plan.
- The rationale supporting the specific initiatives that represent the priorities for the innovation plan.

- What specific frameworks, models and approaches described in the course can and should be applied (and why) to achieve the desired end result(s)? What are the desired end results?
- If new or different business models are necessary in order for the company to pursue this innovation plan, describe these sufficiently to communicate how it will create, deliver and capture value.
- Each team member must present. Each team will receive 15 minutes for the presentation and 5 minutes for questions.

APPENDIX: Team Assignment Evaluation Form:

Numeric scores ranked from 1-10 - (10 being the highest, 5 - average and 1 being the lowest) for each criterion. The following scores represent responses to the overall quality and content of the team assignments as scored by the instructor. 80 points maximum.

The Team members will separately evaluate their respective team members for their contributions to the overall deliverable. The instructor will award up to 20 points per team member based upon these assessments.

Innovation: _____

Team #/Company: _____

Team Members:

Qlty. (1-10)

- 1.) **Overall Quality of Presentation:** substance, organization, flow _____
- 2.) **Overall Strength of Case Presentation:** compelling rationale, logic and insight. _____
- 3.) **Customer Resonance** – customer-centricity, emotional and or rationale resonance. _____
- 4.) **Sustainable, Competitive Point(s) of Differentiation** _____
- 5.) **Strategic Soundness** – strategic soundness of the recommendation(s) _____
- 6.) **Demonstration of knowledge of, and utilization of “innovation principles”**
in defense of case and argument. _____
- 7.) **Persuasive and compelling financial rationale** _____
- 8.) **Strength of Q&A Performance** _____

Score (80 maximum): _____

Peer Evaluation Per Team Member (20 maximum)

Total Score (100 maximum)

Comments: _____

