

BUSML 4240

New Product Management and Innovation
Autumn 2024 (2nd Session)

Instructor

Instructor: Scott Griffin

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Office hours: Tuesday 5:15 PM - 6:30PM and by appointment

Zoom Link <https://osu.zoom.us/j/95727092944?pwd=ZGJxbXhiRmJUMEVJRmVNNzVCUXpiUT09>

Course overview

Days and Times: Tuesday and Thursday 3:55-5:15PM

Room: Schoenbaum Hall 315

Course description

“...product planning is formally defined as the process of envisioning, conceptualizing, developing, producing, testing, commercialization, sustaining and disposing of organizational offerings to satisfy consumer needs and wants and achieve organizational objectives”

Kenneth Khan

New Product management can be characterized as comprising the two processes of new product development (Innovation) and New Product Management (Back-end Process)

Let us start with some big idea.

- Successful new product leaders understand how products are created and commercialized. We will provide a safe space for you to learn how to create an actual new product to build those critical capabilities to avoid blind spots in the future.
- We can all be innovators and each one of us can bring new products and services to market. This course is designed to spark that innovative spirit and start you on your own journey of discovery.
- Innovation and New Product Management is an imperative. It is an essential element to address many of the big challenges we face.
- Failure is our platform for growth and discovery. I will share my own experiences of embracing the “Fail fast” approach
- Process and Frameworks are necessary tools for an innovator. The course introduces proven frameworks that students can add to their tool kit.

Course Structure:

Mode of delivery: This course is delivered in person. If you are unable to attend class in-person, please notify the instructor.

Course elements: This course is divided into 4 elements.

- A. Learning the foundational elements of New Product Management and New Product Development
 - a. Strategic Elements of New Product Management (e.g. Segmentation, Targeting, Pricing)
 - b. Ideation and Concept Identification' "Finding the Gap"
 - c. Concept Generation
 - d. Concept Evaluation
 - e. Development and Design
 - f. Commercialization / Launch
- B. Practical application via case discussion
 1. Case: An innovation that has changed the lives of Women in India; INSEAD IN1621. 11/2019
 2. Case: Google Glass: Development, Marketing and User Acceptance; IVEY Harvard Business. 12/2015
- C. New Product Development Challenge: Your teams challenge is to design a product, utilizing limited resources that solve, a real-life challenge. You are encouraged to have fun and aim high. Each team will be provided basic raw materials for supplies. Teams can use unlimited amounts of found objects but must limit purchases of Raw Materials to \$25 dollars. Please consider using earth friendly components.
- D. Explore Career opportunities in the field of Innovation and New Product Development. Practitioners including entrepreneurs, venture capitalist, scientist, and social works will join our class to share their journey and answer your questions about their career path.

Required Text/Materials

Title/Author(s): Product Planning Essentials 2nd Edition

ISBN: 978-0765626073

Publisher: Yee Dee Pvt Ltd

Evaluation Criteria:

- Membership: 10% - Being a good member of the class community.
- New Product Development Team Project: 40% - Collaboration Required. Expectation for collaboration among students either in class or outside of class.
- Case Discussion: 30% - Collaboration Optional but not required. All submitted work must be one's original and individual creation.
- Tickets: 20% your admission to class.

Academic Conduct:

If a student is suspected of, or reported to have committed, academic misconduct in this course, I am obligated by University Rules to report my suspicions to COAM. If you have questions about the above

policy or what constitutes academic misconduct in this course, please contact me. See OSU Prohibited Conduct – Section 3335-23-04(A)

University Polices, Services and Resource's: go.osu.edu/UPolicies)

Fisher Undergraduate Handbook and Quicklinks: www.bsbalinks.com

Fisher Navigator Resource Portal: www.nav-1.com

Graded Component Details:

- **Cases: (30%):** Two cases will be assigned during the course. Students will be required to read the case prior to the class and participate during the in-class discussion. Collaboration with classmates and external resources is optional, but responses to assigned case questions must be your own original content.
- **Membership (10%):** Membership is about being a good member of the class community. It includes participant in class (i.e., providing thoughtful insights to the class discussion) Active participation in class actives is strongly encouraged. Share your views and please add your voice to our debates. You are expected to log in to the course in Carmen every week to keep up with announcements and complete weekly assignments. **Grading scale:**
 - Excellent:* Excels on all dimensions, always prepared, and shows respect for others. Consistently thoughtful contributions in in-class activities, case discussions, and class discussions. Does not dominate conversation.
 - Good:* Excels in at least one dimension, and average on others, and usually prepared for discussion. Most students tend to fall into this category.
 - Acceptable:* Average on most dimensions or may excel on one dimension but below average on one or more dimensions. May dominate conversation at times.
 - Unacceptable:* Consistent poor preparation and attendance, little or no participation in class activities and discussions, little attempt to contribute, and/or disrespectful to peers and/or the instructor.
- **Tickets: (20%)** Tickets are your admission to the class. They are your personal insights about the assigned readings. They should not summarize the readings. Instead, I am looking for your critical thoughts, so we have a starting point for in class discussions.

Tickets should be a maximum of 300 words. *Some questions to think about/answer:*

1. How does the reading relate to new product development? Be creative if necessary.
2. Do you disagree with the analysis or is there a piece missing?
3. Is there a part you didn't understand?
4. Did the reading change your thinking? How?

Collaboration with classmates and external resources is optional, but responses to assigned readings must be your own original content. **Respond to Carmen the night before class by 11:59 PM.**

New Product Development challenge Project (40%): Let us start with the end in mind. The objective of the course is to introduce you to the exciting world of New Product Management and Development to spark your passion for innovation. Let us commit to keeping this project fun and stress free to produce the absolute best products.

- Teams will be formed during the first week of the course (4 students per team). Peer reviews will be conducted at the end of the class and will be for a grade.
- You will be given in-class time with the expectation that you will also meet outside of class with your team.

The New Product Development Challenge will be divided into 5 separate assignments:

- 1) **Empathy and Visualization - (5 points)**
- 2) **Persona, Problem Statement (5 points)**
- 3) **Stakeholder Map and Concept Selection (5 points):** Based on the outcome from the prior assignments each team will produce their stakeholder map using the templet provided and a limited number of product concepts. One team will have the opportunity to share their concepts with the class.
- 4) **From the Future (5 points):** This is a fun and collaborative team exercise that brings together the impact of Mega trends on design. Each team will be presented with a theoretical future state. Teams will design one product (simple sketch or some form of rendering) that they feel would be of value to these lucky future consumers. Creativity and fun are a must.
- 5) **Launch (20 points):** Each team will have 10 mins to pitch their concept to the class with 5 minutes for questions following the presentation. A templet will be provided. The presentation design is the one commonly used in venture capital firms to evaluate New Products. Passion, conviction along with the simple slide deck is all that is needed.

Grading Scale:

A (4.0) 100%-93%
A-(3.7) 92.9%-90%
B+(3.3) 89.9%-87%
B (3.0) 86.9%-83%
B-(2,7) 82.9%-80%
C+(2.3) 79.9%-77%
C(2.0) 76.9%-73%
C-(1.7) 72.9%-70%
D+(1.3) 69.9%-67%
D(1.0) 66.9%-60%
E(0) >59%

Safety and Health Policy:

All teaching staff and students are required to comply with and stay up to date on all University and Health guidance which includes wearing face mask in any indoor space and always maintaining a safe physical distance. Non-Compliance will be warned first, and disciplinary actions will be taken for repeated offences.

Student Life Disability Services:

The university strives to make all learning experiences as accessible as possible. Students seeking to request COVID-related accommodations may do so through the university's request process, managed by Student Life Disabilities Services. If you anticipate or experience academic barriers based on your disability (including mental health, chronic or temporary medical conditions) please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. After registration, decide with me as soon as possible to discuss your accommodations so they may be implemented in a timely fashion. SLDS contact information: sids@osu.edu; 614-292-3307; sids.osu.edu; 098 Baker Hall, 113 W, 12th avenue.

Mental Health Statement:

As a student you may experience a range of issues that can cause barriers to learn, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you or someone you know are suffering from any of the conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life Counseling and Consultation Services (CCS) by visiting ccs.osu.edu or calling (614) 292- 5766. CCS is located on the 4th Floor of the Younkin Success Center and 10th Floor of Lincoln Tower. You can reach an on-call counselor when CCS is closed at (614) 292-5766- and 24-hour emergency help is also available through the 24/7 National Suicide Prevention Hotline at 1-(800)-273-TALK or at suicidepreventionlifeline.org

Class Assignments:

	BUSML 4240	Autumn S2	2023
Professor	Scott Griffin		Marketing and Logistics

Category	Description	Points	Due Date	Submission
Ticket 1	Design Thinking HBR article	2	October 15 th	Individual
Ticket 2	Connect with Empathy but lead with Compassion	2	October 16 th	Individual
Ticket 3	3 mistakes first Time Product Designers make	2	October 21 rd	Individual
Ticket 4	How to master the seven-step problem solving process to find better insights – McKinsey	2	October 23 rd	Individual

Course Calendar:

Week One: Tuesday, October 15th and Thursday, October 17th

Introduction to the Course and Meet your Team Members

Tuesday, October 15th

Recommended Reading: Chapters 1-2. Product Planning Essentials 2nd edition Kenneth Khan

Required Reading (Ticket#1): *Design Thinking HBR by Tim Brown – Thinking like a designer can transform the way you develop and manage product portfolios.*

Lecture: Detailed overview of the course and keys for success. I will share a high-level overview of the cases and team project. I will also share expectations regarding class participation and opportunities for extra credit. (Note: There is no final exam in this class)

We will answer a few fundamental questions:

- What is a Product?
- What is product design?
- I will review the course main project –Design Challenge and share the keydeliverables.

Frameworks:

- Create A Pitch – The Design thinking tool kit (DTK)
- Storytelling - DTK
- Social Identity Wheel – U of M

Social Identity Wheel: Complete the exercise as a team.

Thursday, October 17th

Recommended Reading: Chapters 4 and 7. Product Planning Essentials (2nd edition) by Khan

Required Reading (Ticket #2): *Connect with Empathy but lead with Compassion. – Rasmus Hougaard HBR*

Lecture: Discuss Product Design and the IDEO’s Human Center Design process. We will explore the importance of Empathy and tools and frameworks to better understand your customers.

Frameworks:

- Interview for Empathy

Introduce: Team Assignment #1 (5 pts) – Empathy and Visualization

- Interview for Empathy: Teams will conduct ethnographic interviews with a variety of users and. Post top 2 interviews using the templet provides as a guide by 11:59 PM Wednesday, October 26th
- Visualization: Observe a variety of users, lead and extreme users if possible, and document their actions. Submit a short slide presentation of brief video of your findings. Post on Carmen by 11:59 PM Wednesday October 23rd.

Week Two: Tuesday, October 22nd and Thursday, October 24th

Strategic Elements of New Product Development, The Pitch Deck Explained and Problem Definition

Tuesday, October 22nd

Lecture: Opportunity Identification, Problem Definition, market segmentation considerations and Case Discussion. An Innovation that has changed the lives of women in India.

Required Reading (Ticket #3): *3 Mistakes First-Time Marketers and Product Designers Make* – Gina Fong
HBR

Required Case Reading: An innovation that has changed the lives of Women in India; INSEAD IN1621.
11/2019

Video: “Netflix – Period. End of Sentence” (2018) (available on YouTube)

Introduce: Individual Assignment #1 . (15 pts) Post on Carmen by 11:59 PM on Monday October 30th

“Period. End of Sentence” Case in class discussion:

1. First reaction to “Period. End of Sentence” and big take away?
2. What do you view as the top 2 keys of success for this innovation?
3. Was the success primarily based on being low cost?
4. Do you view this as a new product/innovation why or why not?

Frameworks:

- Ask 5xWhys – DTK
- Problem Statement templet – DTK
- Blue Ocean Utility Map - DTK

Thursday, October 24th

Lecture: Workshop on problem definition and opportunity identification.

Required Reading or Listening (Ticket #4): *How to master the seven-step problem solving process.* Podcast

McKinsey & Company [Structured problem solving strategies can help break down problems to find better insights | McKinsey](#)

Frameworks:

- Ask 5xWhys – DTK
- Problem Statement templet – DTK

Week Three: Tuesday, October 29th and Thursday, October 31st

Discovering Customer Needs and Building a Persona

Tuesday, October 29th

Lecture: *Discus how to best develop a customer persona to help us better understand our Customer Needs. We will also evaluate the KANO method to differentiate customer needs.*

Required Reading (Ticket #5) :Personas: The Foundation of a Great User Experience [Personas: The Foundation of a Great User Experience - UX Magazine](#)

In class discussion: Team Assignment #1 – Empathy and Visualization (5pts)

In class discussion: *Individual Assignment #1 (15 pts) - “Period. End of Sentence” Case in class discussion:*

1. First reaction to “Period. End of Sentence” and big take away?
2. What do you view as the top 2 keys of success for this innovation?
3. Was the success primarily based on being low cost?
4. Do you view this as a new product/innovation why or why not?

Introduce: Team Assignment #2 (5pts) – Generate your persona, Needs Assessment and Problem Statement.

1. Post your Persona. Use the User Profile Canvas templets provided in class. Have fun and submit photos, sketches to make it come to life.
2. Post your problem statements - Feel free to include photos or videos to communicate your results. Use the 5 why and Problem statement templet provided in class.
3. Post an organized list of need statements using the Kano Method.

Team post assignment by 11:59 pm Monday November 4th, 2024

Thursday, October 31st

Recommended Reading: Chapters 5 and 6. Product Planning Essentials (2 edition) by Kenneth Kahn

Lecture: Explore the concept generation phase of the process. We will discuss how ideas are generated, uncover obstacles to effective ideation, ways firms generate ideas (crowdsourcing, brainstorming and open innovation). I will share a real-life example of ideation and some lessons learned.

Frameworks:

- Stakeholder Map – The Design thinking tool kit (DTK)Force Field Analysis – Dow Chemical Exec Development
- Extreme User / Lead User -DTK

- Brainstorming Templet – DTK
- Concept Testing Feedback Form – DTK
- Selection Template – Ulrich

Week Four: Tuesday, November 5th and Thursday, November 7th

Concept Generation, Concept Selection, Concept testing and The Product Protocol and A Thing from the future.

Tuesday, November 5th

Lecture: Explore the concept testing and concept selection phases of the process. I have added ATAR and The Product Protocol to this session. I will ask teams to share their Persona, Problem Statement and Kano Needs analysis.

Required Reading (Ticket #6): Mapping stakeholders associated with societal Challenges. [Mapping stakeholders associated with societal challenges: A Methodological Framework - ScienceDirect](#)

1. Analyze the force field for change you are trying to create. What are the forces that are pushing you forward? What are the forces that are holding you back? List them on the diagram discussed in class.
2. Identify your stakeholders.
3. Discuss your analysis and explore insights and next diverse set of family, friends, mentors.

In class discussion – Team Assignment #2 (5pts) – Persona, Needs Assessment & Problem Statement

Frameworks:

- Concept Testing Feedback Form – DTK
- Selection Template – Ulrich
- Exploration Map – DTK

Introduce: Team Assignment #3 (5pts) – Stake holder Map and Concept Selection

1. Stakeholder Map; Utilize the template provided.

Concept Generation:

- a. Utilize one or more of the concept generation techniques to develop concepts
- b. Generate ideas and produce concept sketches for leading ideas
- c. Gather feedback from user groups and channel partners
- d. Share outcomes and lessons learned from the process selected
- e. Post your top 3 concepts

Team post assignments by 11:59 pm Monday November 11th

Introduce: Bonus Individual Assignment #1 (5pts) Stakeholder and Force Field Analysis

1. Analyze the force field for change you are trying to create. What are the forces that are pushing you forward? What are the forces that are holding you back? List them on the

- diagram discussed in class.
2. Identify your stakeholders.
 3. Discuss your analysis and explore insights and next diverse set of family, friends, mentors.

Optional Bonus Assignment - Post assignments by 11:59 pm Monday November 11th

Thursday, November 7th

In class: Team Assignment #4 (5pts) – From the Future

- A fun and engaging game that challenges players to collaboratively design an object from a range of alternative futures
- The object of the game is to use the cards provided to generate the most interesting, funny, or thought-provoking ideas for a product of the future.
- Teams will describe their future and share a sketch of your product

Teams to present in class and Submit sketch to Carmen 11:59 pm Thursday November 7th

Week Five: Tuesday, November 12th and Thursday, November 14th

Global Mega Trends, Design Mega Trends, Design for the Environment and change team management

Tuesday, November 12th

Recommended Reading: Chapter 12. Product Planning Essentials (2 edition) by Khan

Recommended Video: [Do you know all 17 SDGs? - YouTube](#)

Required Reading (ticket 7): *Vision 2050 Time to Transform Executive Summary*

Lecture: Dive deep into the mega trends that will shape our future. We will look at population growth and income inequality. We will also discuss a WBCSD framework that has proven effective for designers wanting to develop products and services that can adapt and shape the future.

Guest Speaker: Dominique Hadid, President Prize winner and Founder Green Scope Consulting

Frameworks:

- Change Management – Greif Corp.
- Trend Analysis – DTK
- Fjords Trends

Thursday November 14th

Required Case Reading: Google Glass: Development, Marketing and User Acceptance; IVEY Harvard Business. 12/2015

Team Presentations – Team Assignment #3 (50pts) – Stakeholder Map & Concept Selection

Guest Speaker: Steve Ricci Cofounder Waste Hub, CTO: 10 X technologies

Introduce: Individual Assignment #2 (150pts) – Google Glass Case Questions:

1. Why did Google Develop Glass?
2. Was Google's attempt to launch Google Glass a wise move? Why or Why Not?
3. Does Google view the launch as a failure or success? Explain.
4. In retrospect, what could Google have done differently.

Post assignments by 11:59 PM Monday November 25th

Week Six: Tuesday, November 19th

Prototyping, Design

Tuesday, November 19th

Recommended Reading: Chapter 8 and 10, Product Planning Essentials (2 edition) by Khan

Lecture: Discuss Value Creation and Prototyping, Design

Frameworks:

- MVP Minimum Viable Product – The Design thinking tool kit (DTK)

Thursday, November 21st No Class

Week Seven: Tuesday, November 26th and Thursday, November 28th

Tuesday, November 26th

Lecture: The lecture will focus on design and launch challenges and discussing the design challenge.

Guest Speaker: Steve Ricci Cofounder Waste Hub, CTO: 10 X technologies

Required Video (ticket 8): “When you feel the need to speed up, Slow Down” Kemi Werner

- Watch YouTube Video: https://www.youtube.com/watch?v=SFU_n1bSyyU
 - Share views 2 key take ways and how these ideas can help shape your approach to New Product Mgt and Innovation

Case Discussion: Google Glass Case Questions:

1. Why did Google Develop Glass?
2. Was Google's attempt to launch Google Glass a wise move? Why or Why Not?
3. Does Google view the launch as a failure or success? Explain.

4. In retrospect, what could Google have done differently.

Thursday, November 28th

Lecture: Continue our conversation on aspect of launch and we will do a deep dive into New Product Pricing and aspects of commercial excellence. We will look at a set of traditional frameworks that can be modified slightly to help manage our New Products during early phases of commercialization.

Frameworks:

- New Product Pricing – Dow Chemical Exec Development
- Create a Pitch -DTK
- Story Telling – DTK

Post final Pitch Deck assignment by 11:59 PM Monday, December 2th

Week eight: Tuesday, December 3th

Pitch Day

Final Team Presentations: 10 minutes to present, 5 minutes for questions per team.