Customer-Centric Innovation – March 27-31, 2017

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Course Overview
This course deals with the challenge of bringing to market elegant and efficient solutions to strong customer needs. 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 6 students) before the course starts, based on materials provided by the companies. You will visit 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 before January 1st if you would like to do so.

Other assignments
Case surveys: You are required to answer some online questions on two cases discussed during the course. Your answers should be submitted online before we discuss the cases (see links below). This is an individual assignment (“type C”).

Readings: Although you are not required to hand in any report, you are expected to read the articles in depth.

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:

- Class participation: 20%
- Case surveys: 20%
- Project: 60%

**Schedule**

**Monday 03/27**

*Morning: Company visit / project work*

1.00-3.15: Bugaboo Case + Market Definition and Segmentation
3.30-5.00: Project Work (apply Market Definition and Segmentation)

Classroom: Warren 309; Breakout spaces: Warren 200, 204, 205, 206, 300, 302 and 303

**Tuesday 03/28**

9.00-10.00: Blue Ocean Strategy
10.15-11.15: Project work (apply Blue Ocean Strategy)
11.15-12.00: Ideation Templates
1.00-2.00: Ideation Templates
2.00-3.15: Project work (apply Ideation Templates)

3.30-5.00: Guest speaker from ?What If!


**Wednesday 03/29**

9.00-9.45: Business Model Canvas
10.00-12.00: Project work (complete Opportunity Identification)
1.00-2.30: Conjoint Analysis
2.45-3.30: The Voice of the Customer + The House of Quality
3.30-5.00: Project work (Design)

Classroom: Warren 309; Breakout spaces: Warren 200, 204, 205, 206, 300, 302, 303, 304 & 305

**Thursday 03/30**

9.00-10.00: Concept Testing + Prediction Markets + Neuromarketing
10.15-3.45: Project work (complete Design and Testing)
4.00-5.00: Non Traditional Marketing


**Friday 03/31**

9.00-10.30: Involving Consumers in Idea Generation
10.45-1.15: Project Work (complete Launch + finalize project)
1.30-5.00: Final Project Presentations

List of topics and readings

Opportunity Identification / Idea Generation

Bugaboo Case
Readings:
Levav, Jonathan, and Olivier Toubia, “Bugaboo International,” *Columbia CaseWorks*.

Submit your answers online at:
https://columbia.az1.qualtrics.com/SE/?SID=SV_3kEtUx7kuqW0lSZ

Market definition and segmentation
Readings:

Blue Ocean Strategy
Readings:

Ideation templates
Readings:


Involving consumers in idea generation
Readings:


Design

Business Model Canvas
Readings:

Conjoint analysis
Readings:
Ofek, Elie, and Olivier Toubia, “Conjoint Analysis: Online Tutorial” – create an account and access the tutorial at:
http://cb.hbsp.harvard.edu/cbmp/access/56706227

Toubia, Olivier, “Columbia Business School Case: VerTerra.”
Submit your answers online at:
https://columbia.az1.qualtrics.com/SE/?SID=SV_ba574zzDlykmyBS

The voice of the customer
Readings:
Toubia, Olivier, "Note on the Voice of the Customer."

The house of quality
Readings:

Testing
Concept testing
Prediction markets
Readings:

Neuromarketing
Readings:

Launch
Non traditional marketing
Project Checklists

Opportunity Identification / Idea Generation stage (to be completed by Wednesday):

1. Use the tools and frameworks covered in class (blue ocean strategies, job
   segmentation, ideation templates) to identify opportunities and ideas for your
   project.
2. Screen your opportunities and ideas to select the best one(s). (You can use idea
   score sheet available on course webpage).

Design stage (to be completed by the end of Thursday):
Develop one (or many) concept(s) for each opportunity/idea 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):

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):
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).