SAMPLE SYLLABUS

Stern Graduate School of Business
New Product Development: B70.2370.91

Fall 2008 – Sept 3rd – Dec 8th                                   Professor Michelle Greenwald
Monday-Wed.: 10:30 – 11:50 p.m.   E-mail: mgreenwa@stern.nyu.edu
Room: K-MEC 5-140    Office hours: by appointment

Introduction
Maximizing the success of new products and services is critical to all institutions: for-profit, non-profit, business-to-consumer, business-to-business, and entrepreneurs. Success in new products will catapult some companies ahead of their competitors, and failure will leave other companies in the dust. Product development cycles are getting faster and faster, the need to collaborate with multifunctional teams (now often physically dispersed around the globe) has increased significantly, and the role and importance of design excellence has become of paramount importance.

Objective
The objective of the course is to teach students the key steps and considerations that apply to developing new products or services for virtually any business in any country around the world. It is also to teach the importance of teamwork and collaboration with the design and engineering functions that is so critical to new product success. The goals are for students to understand the new product process and key decisions to be made, to apply the process to a real world example, and to give students an advantage when working in Marketing positions, since virtually every Marketing job will involve new product introductions.

Content
The content will include:

- Methods for analyzing the best market segments for a firm to enter
- Methods for tracking key trends
- Positioning new products within the competitive frame
- New product idea brainstorming techniques
- New product idea refinement & concept/product testing
- In-market testing options
- New product naming, packaging, distribution channels & geography
- Financial analysis of new products including volume forecasting & marketing budgets, and 5-year P&L’s
- Developing a new product introductory marketing plan to maximize trial, awareness and repeat purchase
- Metrics to track new product success & further optimize the plan
- Implementation/execution & working with multifunctional teams
- A student project involving the development and launch of a new product idea
Methodology
This course will include 5 case studies around the themes of innovation, brand positioning, predicting volume potential, an innovative new product launch marketing plan, and global adaptations of new products. There will be lectures, several guest speakers, and class exercises to apply the concepts. Each student will develop a new product concept as the primary deliverable for the course. This will include some upfront research about the category: growth, trends and competitive products, the development of a concept board, feedback from target consumers about the idea, a test market roll-out recommendation, introductory launch marketing ideas, and a 5 year pro forma example.

Evaluation
35% of the course grade will be based on class participation, which will include case discussions, questions, insights, & attendance. 65% will be based on the group project that is explained in detail, following the session content outline.

Session 1 – Wednesday, September 3rd
Topics
- Overview of the new product development process
- Course project deliverables

Session 2 – Monday, September 8th
Topics
- Upfront category & trend analysis
- Ethnography & preliminary marketing research techniques
- NYU librarian presentation
- Organizing for innovation
Assignment
- Form teams & select project

Session 3 – Wednesday, September 10th
Topics
- New Product Brainstorming & innovation stimuli
- Video (IDEO new product innovation process)
- Bring in a 1 paragraph description of your new product idea
Assignment
- 1 paragraph project description w/ team members & e-mails

Session 4 – Monday, September 15th
Assignments:
- Read the 3M case about corporate cultures that foster innovation.
- Concept boards due
Topics
- Corporate strengths assessment
- Market structures, market segmentation & perceptual maps
Case Discussion
- 3M corporate culture that spawns innovation

Session 5 – Wednesday, September 17th
Topics
- Brand positioning & points of difference
- The R&D process
Assignment
- Start fielding qualitative research

Session 6 – Monday, September 22nd
Topics
- Guest speaker – Industrial design firm owner
Assignment
- Read Microsoft Tablet PC brand positioning case. In your opinion, what brand positioning should Microsoft have selected for the introduction of the Tablet PC?

Session 7 – Wednesday, September 24th
Topics
- Concept board development & idea screening
- Volume forecasting BASES Testing & Conjoint Analysis
- Marketing research questionnaire development

Session 8 – Monday, September 29th
Guest Speaker
- New Product Development Marketing Executive from Colgate or Revlon
Case Discussion
- Microsoft Tablet PC brand positioning options & strategies
Assignments
- Revisions to concept board based on qualitative
- 1st round draft of quantitative questionnaire due

Session 9 – Wednesday, October 1st
Topics
Case Discussion
- Contadina Pizza (BASES volume forecasting)
Assignment:
- Using the BASES volume forecasting chart for Contadina Pasta in the case, project the volume for Contadina Pizza. Be prepared to discuss the case questions handed out at the end of the previous session.

Session 10 – Monday, October 6th
Topics
- Refining the brand positioning at all consumer touch points
- Types of test markets
- Field marketing research

**Session 11 – Wednesday, October 8th**

**Topics**
- Branding & product naming
- New product packaging

**Session 12 – Monday, October 13th**
- Guest speaker, visual graphics
- Geographic & seasonality considerations

**Session 13 – Wednesday, October 15th**
- Pricing
- Integrated marketing & development of an overarching message

**Video**
- *Real California Cheese*, integrated marketing message and plan

**Session 14 – Monday, October 20th**
- Upfront work team presentations

**Session 15 – Wednesday, October 22nd**
- Upfront work team presentations

**Session 16 – Monday, October 29th**

**Topics**
- Channels of distribution
- The importance of intermediaries & how to get them “on board”

**Session 17 – Wednesday, October 29th**

**Topics**
- Marketing budget determination
- Intrusive launch media

**Case discussion**
- BMW Z3 Roadster

**Session 18 – Monday, November 3rd**
- Guest speaker, brand management new products

**Session 19 – Wednesday, November 5th**

**Topics**
- Consumer promotion new product launch tactics

**Session 20 – Monday, November 10th**

**Group work session**

**Session 21 – Wednesday, November 12th**
Guest Speaker
- Mike Kaufman, SVP with a consumer promotion agency

Topics
- Trade promotion & in-store merchandising

Session 22 – Monday, November 19th
Topics
- Buzz & viral marketing
- Utilizing the web to launch brands

Video
- Buzz, stealth, undercover marketing

Session 23 – Wednesday, November 21st
Topics
- Sample project presentation examples
- New Product Plan document for senior management & investors, including 5 year P&Ls, net present value,
- Financial sensitivity analyses, risks & hedges

Session 24 – Monday, December 1st
- New product launch metrics and diagnostics that can help improve performance
- Executing a new product introduction
- Global new product launches

Assignment: Read the Colgate Max Fresh case and list all the aspects of the new product that had to be varied according to the different geographic markets.
New Product Project Deliverable
Key Elements

The New Product Project will consist of a paper, approximately 15 pages in length, single-spaced, 12 pt. type, plus attachments. The components of the paper follow. They will be explained in detail during the class, and I’ll be free before class, after class, during lunch and the breaks to discuss any aspects you’d like clarified, or that you’d like my opinion on. A 1-paragraph description of each team’s project is due the second session.

Key New Product Project Elements
1. 1-page summary of trends affecting the industry & unmet consumer needs, with the implications for your new product idea (attach the articles you found in your research & any interesting & relevant competitive new product examples)
2. A market structure chart with key market segments, that shows where your new product will fall in the structure/where it will enter the market.
3. 3 perceptual maps that show on an XY axis, the key attributes consumers of the category value most, and how your product will have a meaningful point of difference vs. its competitors.
4. 2-3 concept boards (examples to be provided), that will describe to consumers the key attributes and benefits of the new product idea, as well as a list of questions you’d like to ask consumers in your research. You will use these for your marketing research in which you’ll show the idea to some target consumers to elicit their reactions, likes/dislikes, and suggestions.
5. A summary of the reaction of consumers to your idea, what you learned from the research, and how you’ll adapt the product as a result.
6. Product attribute description, # of items in the line (flavors, colors, models, etc.)
7. Packaging, branding, naming recommendation & rationale.
8. A 1-sentence brand positioning statement with rationale as to why you picked the target audience, the competitive frame, the point(s) of difference, and end benefit
9. Pricing recommendation relative to competition & the brand’s overall positioning.
10. Geography, test market type, and roll-out plan recommendations.
11. Seasonality & its affect on launch timing & marketing support.
12. A memorable, overarching, integrated marketing message or tagline that describes the brand’s key point of difference & will be communicated in all marketing elements.
13. Some launch marketing ideas that will create awareness & repeat purchase for the new product. Include which types of marketing elements will be most important.
14. A volume forecast using the BASES model or a “bottom up” approach.
15. A sensitivity analysis in which you vary some of the assumptions in the volume forecast inputs & see the magnitude of their impact, & in which you describe the greatest risks and upside opportunities for the new product.

FINAL PROJECT DUE DATE: Friday, December 12th (HARD COPIES ONLY)