# University of Washington
# Marketing 579 C/D: Intrapreneurship: Developing New Products within Organizations
# Course Curriculum Spring 2021

Spring 2021, 5 Week Course, 2 Credits

**Dates and Time:** Tuesday evenings, March 31 – April 28, 2020; 6:00pm – 9:30pm

**MKTG 579:** Intrapreneurship: Developing New Products within Organizations

**Instructor:** [Vivienne Long]

**Location:** University of Washington Foster School; Online

**Student Programs:** Full-time MBA; Evening MBA

**Office Hours:** Friday afternoons or weekday evenings by appointment. To schedule an appointment, email Vivienne Long at [vlong2@uw.edu].

**Contact Information:** Vivienne Long **email address**: [vlong2@uw.edu] **Phone/Text:** 206-771-8826

## Course Description

Intrapreneurship- Developing New Products Within Organizations is a five week course that offers a holistic and practical view of working in a corporate innovation group or leading innovation within a business unit at a medium to large corporation.   The course is based on a career of innovation roles and lessons learned through successes and mistakes, using the principles of human-centered design thinking and The Innovator's Method book as a framework.  As a result, you will get a good perspective on what it is really like to be an intrapreneur and how to prepare for a role in innovation or new business.

The main objectives of this course are to improve your ability to work in innovation and build confidence in your ability to drive innovation.  By the end of the course you will be able to:

- Describe different approaches and processes for enabling innovation within an organization including how projects move through a new product development stage gate process.
- Learn design thinking tools and approaches to consumer empathy and problem definition in order to dramatically increase the quality of ideation.  Understand the valuable role of prototyping and testing to accelerate and deepen learning about the consumer, their needs, and the critical requirements for potential solutions.

- Understand the different types of innovation that organizations develop, and how customer understanding, solutions, business models, commercialization, scaling, and marketing vary across the types of innovation.
- Hone innovation skills and discover ways to find inspiration for new products and innovation in the broader marketplace.
- Apply the course learning toward real world innovation projects and compare outcomes (customer understanding, process similarities and differences, and range of prototypes) across teams.

This course is organized into five modules.

I **Introduction to Intrapreneurship: New Product Innovation**, the first module provides an overview of the types of innovation that exists within organizations, and discusses different approaches and processes to manage innovation.

II **Starting with Consumer Empathy**, the second module provides an overview of design thinking as an approach to generating innovation from white space and to provide a framework for managing the fuzzy front end. We will be using tools to build consumer empathy, extract and synthesize consumer insights, and ultimately, defining a worthy consumer problem to solve.

III **Developing and Testing Solutions**, the third module focuses on the ideation, prototyping, and testing phases of design thinking. We will discuss ways to build volume, variety, and quality of ideas in a short period of time. We will also discuss and experience the ways to create and test quick, cheap, and easy prototypes to further consumer understanding and build meaningful solutions.

IV **Taking Innovation to Market**, the fourth module will address the process of taking a solution toward commercialization, scaling and roll-out, outlining the critical milestones and stage gates that a project must pass through in order to make it to market. We will discuss options, ways to accelerate and streamline these steps, and how financials and strength of business cases impact timing. We will also focus on the elements to a successful innovation such as the importance of product differentiation, digital and physical customer experience, creative big marketing idea, and unique go-to-market plan.

V **Putting It All Together**, in the fifth module we will have the opportunity to see the output of the collective teams' efforts by using the design thinking process. We will start by viewing a range of design thinking outputs, listening to the consumer insights generated, seeing how these insights were translated into potential solutions. We will have the opportunity to debrief the entire design thinking experience and discuss how innovative organizations sustain innovation, and how you can hone innovation skills beyond the course.


**Why Is This Course Important to My Career and to the World?**

There has never been a time where innovation has been more important as now, nor a better time to be an innovator. The rate of change in consumer preferences and demand for new products and services is accelerating at the same time that the barriers to succeed in innovation are dramatically lowering. The lower cost of goods, widespread technology, increasingly easy access to products have enabled customers to be more demanding than ever. Lower barriers

to entry, to capital, to production, and to distribution and marketing channels means that innovation is accessible to any organization, big or small.  Companies are finding they have to increase the pace of innovation in order to survive or risk irrelevance in this highly competitive marketplace.   Yet as successful start-ups or emerging companies grow into established organizations, the focus shifts from innovation to execution or scaling.  Innovative companies, who depend on new products to exponentially grow, realize the importance of continually creating new products to capture new customers vs. just capturing value from existing customers.   These companies understand that they must nurture the conditions, culture, and process to enable more and better innovation.  They are seeking well-rounded generalists that possess creative, conceptual, inductive skills in addition to the traditional analytical, strategic, and deductive skills taught in MBA programs.

This course offers the opportunity to get a behind-the-scenes view of how innovation works at big companies in consumer packaged goods, retail, and technology.  You will get insights into how successful Fortune 500 companies like Starbucks, Procter & Gamble, Clorox, and Microsoft approach and think about innovation.  You will learn what it takes to develop and launch innovations that lead to potential billion dollar businesses.  More importantly, you will have the opportunity to practice innovation skills that focus on consumer empathy, synthesis of many disparate sources of inspiration and learning, finding connections between problem and solutions, and experimentation.


## Who Should Take This Course?

Marketing 579 is a good overall business course with emphasis on honing your innovation skills, and building and launching new products and offerings within a corporate setting.  While this course will draw on marketing strategy, consumer research, business planning, and other core classes, the main benefit and focus is on the integration and practical application of those disciplines to generate successful innovation.  Typically the course if composed of second year full time and evening MBA students who can apply their cumulative MBA coursework along with their previous or current work experiences to the learning concepts, exercises, and assignments covered in this course.  Therefore, it is a suggestion to take this course after completing  the marketing core curriculum in order to generate the most learning value.

Future intrapreneurs, product managers, brand managers, category marketing managers, and general managers should take this course.  Anyone interested in working in an innovation group, or whose work involves new products in some capacity, or those interested in pursuing a career in Marketing, New Product Development, or Innovation will benefit from taking this course.

Typically students, before taking this course, approach innovation in a linear, literal, and analytical manner. Also most do not have experience in developing consumer insights with qualitative tools and often display discomfort with taking "leaps of faith", interpreting consumer stories and emotions into consumer problems to solve, and thinking about highly divergent ways to address the same problem.

This course will provide practical applications and knowledge around Consumer Empathy and Insights, Design Thinking, and the End-to-End Innovation Process relevant for any target audience, customer problem, or product or service category.

**Who Is The Instructor?**

Vivienne Long is a classically trained marketer and business leader with over 25 years in Retail, Consumer Packaged Goods, and Technology leading innovation and marketing, developing new products, and running P&Ls for global Fortune 500 corporations.

Vivienne started her career at Procter & Gamble (NYSE: PG), joining as Assistant Brand Manager and rose to Marketing Director.  In her last role, Vivienne led the sales revenue, profit, and marketing plans for P&G's seventh largest global brand, Pringles Potato Crisps in North America.

Vivienne's experience also includes working in product management at Microsoft Enterprise Servers Division developing e-commerce and content website software for small, medium, and large companies, receiving a CEO Marketing Excellence Award for her work.  At Clorox (NYSE: CLX), Vivienne led the innovation team of Marketing, R&D, and Consumer Insights for the Glad brand and used design thinking and deep customer insights to generate a pipeline of new products which led P&G to double its stake in the joint venture.

Over the past decade, Vivienne worked on almost every business unit within Starbucks  (NYSE: SBUX) including Global At Home Coffee Innovation, US Retail Handcrafted Beverages, China Asia Pacific Region, and Digital Customer Experience.  During that 10 year period, Starbucks doubled its store footprint in the US, significantly expanded internationally, acquired a number of new brands, and entered into new channels and business categories.

Vivienne served as Vice President, with responsibility for the strategic plan, and profit and loss of the Handcrafted Beverage business in the US, helping grow the portfolio to a $10 billion dollar business, adding nearly $1 billion each year through innovation.  During her tenure, Vivienne launched and expanded a number of new platforms for Starbucks including: Starbucks VIA Instant Ready Brew, Blonde Espresso, Starbucks Refreshers, Blonde Espresso, Teavana Tea Infusions, Starbucks Cold Foam, Starbucks Nitro Cold Brew, and Starbucks Protein Blended Cold Brew.   In her last role as Vice President of Digital Customer Experience, Vivienne led the development of digital-forward mobile customer initiatives.

Vivienne currently leads the Marketing and Communications group at REI (Recreational Equipment Incorporated).  REI is a $3B+ outdoor specialty retailer with bricks & mortar and e-commerce businesses in Gear & Apparel, Adventure Centers, Adventure Travel, Recommerce, and Rentals.  Her scope of responsibility includes Integrated Marketing, Channel Planning, Loyalty and Lifecycle Marketing, Membership Customer Experience, Local Community and Brand Engagement, Social Media and Digital Communities.  In this role, Vivienne leads Membership and Marketing Transformation for the Co-op.

**How Will I Learn In This Course? What Is The Format?**

I believe one of the best ways to learn innovation is by learning through "actionable questioning" and by hands-on experience.  In fact, great products, companies, and industries often begin with a simple question.

Therefore, this course will be highly experiential and interactive, demanding active participation from the students.  We will be doing much of the factual learning outside of class and spending

the majority of our time in class discussing and synthesizing what we observed, experienced, and learned outside of class.  We will bring in guest speakers to hear their personal experiences working in and around innovation to understand what it's really like to nurture innovation inside organizations.

The format will be varied, including readings from the assigned textbook, active group exercises and discussions in class, video recorded presentations, guest speakers, and a team project with emphasis on "doing" and "learning by experience."  Readings and video recorded presentations will help you prepare for each session. You will be asked to keep a weekly journal to record your observations and learnings related to in class exercises and homework each week. The culmination of the course will be a final team project which incorporates a finished prototype and a final class show and tell.

## How Does Class Participation Work?

Given that this course will only meet five times, class participation is an extremely important part of the learning. Students should read the assigned readings and watch pre-recorded video presentations prior to class and be prepared to actively participate in class discussion and exercises. Students are encouraged to participate voluntarily, and warm calling will be used so preparation is essential.  Students may study and work together to prepare for each class, but the participation grade will be based on your own individual class performance.

## What Are Expectations Regarding The Course?

With only five class sessions, regular attendance is strongly recommended. Punctuality will be important, with a start time at 6:00pm sharp and targeted end time of 8:00-8:30pm.  We will be covering a lot of exercises, discussion, and guest speakers each week in 2 – 2 ½ hours (with 1 hour of material you will have the opportunity to cover asynchronously).

Due to other commitments and unforeseen circumstances, it may be necessary to miss a class at some point during the mini-term. If you need to miss a class, please communicate ahead of time with the instructor to come up with a plan to cover the missed material. Class participation is part of the grade.

## What Are Policies Around Late Work?

Assignments will be posted at last a week in advance to allow you enough time to review the instructions ahead of time and ask any questions in class the week before assignments are due.

Assignments are expected to be submitted on time. If there are extenuating circumstances which may require additional time to submit an assignment, contact the Instructor prior to class to get approval for any late work. Assignments submitted late may have points taken off, as full credit assumes work is completed according to the deadline. The final project is due by the start of the final 5th class session with no late work accepted.

Weekly homework assignments (not including the final project) will be graded before the next class.

|  | In-Class Synchronous Time | Homework Assignment Posted | Homework Graded |
|---|---|---|---|
| Assignment #1 | Wed, March 31, 2021, 6pm | Mon, March 29, 2021, 9pm | Mon, April 5, 2021, 9pm |
| Assignment #2 | Wed, April 7, 2021, 6pm | Mon, April 5, 2021, 9pm | Mon, April 12, 2021, 9pm |
| Assignment #3 | Wed, April 14, 2021, 6pm | Mon, April 12, 2021, 9pm | Mon, April 19, 2021, 9pm |
| Assignment #4 | Wed, April 21, 2021, 6pm | Mon, April 19, 2021, 9pm | Mon, April 26, 2021, 9pm |
| Assignment #5 | Wed, April 28, 2021, 6pm | Final Project | Final Project |

**What Are Expectations Around Communications?**

Please seek my help if you have any questions about the course content or assignments, have any questions that we did not get a chance to address in class, or you are interested in discussing a specific innovation-related initiative you are working on.  I am very open to scheduling time outside of class to discuss whatever questions you have about innovation topics or related career development.  I will hold office hours by appointment Fridays or weekday evenings to accommodate student schedules and needs.  I will respond to student email communications by the close of the next business day.

I'm very interested in how you are experiencing the course and in any suggestions you may have.  Please take two minutes at the end of each class, and respond to the mid-term and final course evaluations so that can make needed adjustments and improvements to increase course value and learning.

**What Are Required in Journal Entries?**

Each student is expected to make and submit journal entries throughout the course. For three of the five sessions (session #2-4), you will write and submit a journal entry ahead of class. Journal entry assignments will require the student to synthesize learnings from the readings, pre-recorded video presentations, and class exercises. The requirements for each journal entry are to address the topics outlined in the grading rubric.

**What Is The Final Project?**

The Final Project will consist of an end-to-end design thinking project. All students must complete a final project, which includes a 2D or 3D prototype (where possible), a written component and an oral presentation documenting the phases of design thinking (consumer empathy, problem definition, ideation, prototype, and testing), and a presentation component articulating the learning and tools used. The project is a team project with teams of 5 students each. Teams must select a project challenge from the instructor's list.  There will be multiple teams for each project challenge- each team is expected to work independently and not compare notes until the final day of class in order to maximize learning.  The benefit of selecting the same project is to demonstrate that the end product can be dramatically different based on

the consumer empathy, insights, and problem statements developed by each team, which lead to differentiated set of ideas, prototypes, and testing outcomes.

The grading is based more on the opportunity to demonstrate use and mastery of design thinking tools in creating and testing a prototype. A key element of the "show and tell" presentation is about debriefing the design thinking process, reflections on consumer insights, use of many sources of inspiration and learning, experimentation throughout the 5 weeks of the intrapreneurship course. More details on the grading rubric will be shared on the first day of class.

## How Does Grading Work?

*Class Participation Grading:*

Class Participation is 30% of your grade. You are expected to actively participate in classroom discussions. Class participation makes classroom discussions and activities interesting, insightful, and fun. Students are expected to know the material, to have done the required classwork preparation, and to participate in a way that positively contributes to the classroom discussion. Participation will include the instructor calling on both individuals with hands raised and warm calling. Participation is encouraged, but there is no need to contribute to every single discussion. Some of the best contributors are those who participate in a subset of sessions, but whose comments are always insightful and compelling. The key issue is one of quality, not quantity. Given that class participation is a large portion of the total grade, missing multiple class sessions may negatively impact this participation grade.

The Class Participation grade will be calibrated according to the Class Participation Rubric listed under the Class Participation Grade for Course Assignment.

*Homework Assignments:*

Your personal journal entries contribute to 30% of your overall class grade. There are three journal assignments, due the second, third, and fourth class. Each journal entry represents 10% of your overall grade. The journal entries will be graded according to the rubric listed under each assignment in the class schedule.

*Final Team Project Grading:*

The final team project represents 40% of your overall grade. Your final grade encompasses the team's performance on both the submitted 2D or 3D prototype, documentation of the artifacts from using the design thinking process, and the final project class presentation/discussion. The final project will be graded according to the rubric outlined in the class schedule.

## What Are The Readings?

You will need to purchase the following required book from any physical bookstore or online.

Required: *The Innovator's Method: Bringing The Lean Startup Into Your Organization* by Nathan Furr and Jeff Dyer (ISBN: 197816252714640), 268 pages.

Optional: *The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators* by Jeff Dyer, Hal Gregersen, and Clayton M. Christensen(ISBN: 9781422134818), 296 pages.

The rest of the readings will be articles, or other online resources. Readings and articles are accessible through online web links or will be posted on Canvas.

**What Should I Do If I Have To Miss A Class Meeting?**

Speak to or email the instructor at least 1 day prior to the class to alert of your absence and address plans to make up the work.

**What Is The Policy On Use Of Technology During Class?**

You are expected to stay engaged and on task while in course. You can use your technology devices to take notes.  Please do not use technology during class for anything not related to the current day's coursework. Inappropriate use of technology during class may negatively affect your participation grade.

**What Are Disability Resources?**

This course is inclusive and accessible to all students. If you have established accommodations with Disability Resources for Students (DRS), please communicate your approved accommodations to the Instructor at your earliest convenience to review your needs in this course. If you have not yet established services through DRS, but have a temporary health condition or permanent disability that requires accommodations (conditions include but not limited to mental health, attention-related, learning, vision, hearing, physical or health impacts), you are free to contact DRS at 206-543-8924 or uwdrs@uw.edu or disability.uw.edu. DRS offers resources and coordinates reasonable accommodations for students with disabilities and/or temporary health conditions.  Reasonable accommodations are established through an interactive process between you, your instructor, and DRS.  The University of Washington's policy and practice is to create inclusive and accessible learning environments consistent with federal and state law.

**What Are Expectations Regarding Academic Conduct?**

Students are expected to adhere to the University of Washington's standard of conduct. According to Section 5.B.1 of The Student Conduct Code, students' responsibilities include:

1) Practicing high standards of academic and professional honesty and integrity:
2) Refraining from any conduct that would violate the rights, privileges, and property of others;
3) Refraining from any conduct that would substantially disrupt or materially interfere with University operations;
4) Refraining from any conduct that could reasonably cause harm to or endanger the health, safety, or welfare of other persons; and
5) Complying with the rules, regulations, procedures, policies, standards of conduct, and orders of the University and its schools, colleges, departments, units, and programs.

| Session | Topic* | Session Structure/Review | Preparation/Readings For Class | Assignments Due |
|---------|--------|--------------------------|-------------------------------|------------------|
| Session 1 (March 31, 2021) | Intrapreneurship Introduction<br><br>3 Types of Innovation<br><br>Different approaches and processes to manage innovation | Introduction Innovation, Intrapreneurship and New Product Development<br><br>Let's Innovate! Critical Questions for Innovation<br><br>-Categorizing Innovation (3 Types of Innovation)<br><br>Real World Case Study-<br>1)Starbucks Whole Bean Canisters<br>2)Pringles Popums<br><br>Guest Speaker –<br>Janet Lee, former Director of Marketing, Pepsico Western Europe Snacks Incubator | **Complete by March 31<sup>st</sup>**<br><br>Reading:<br>-*The Innovator's Method: Bringing The Lean Startup Into Your Organization* by Nathan Furr and Jeff Dyer, Chapter 1, pages 16-42 (ISBN 9781625271464)<br><br>-Optional:  Five Insights to Intrapreneurship- Deloitte Digital Article<br><br>Asynchronous Video Content:<br>-Three types of innovation<br>-Overview of Stage Gate Process<br>-Overview of New Product Development Process<br>-Introduction to Design Thinking<br>-Beauty of Questions | **Complete by March 31<sup>st</sup>**<br><br>-Pre-work for first class—write down all of your questions about innovation and bring to class.<br>-Form teams of 5 by end of first class  (I encourage you to pick diverse teams)<br><br>**Complete by April 7<sup>th</sup>**<br><br>-Write Journal Entry #1<br>-Proposal for Final Team Project Due |
| Session 2 (April 7, 2021) | Starting with the Customer<br><br>Introduction to Design Thinking<br><br>Empathize and Define | -Different starting points for innovation: consumer, technology, or product- which is best?<br><br>Problem Finding<br>Why Questions<br><br>- Skill Building: Developing Empathy<br>-Conducting Consumer Interviews<br>-Debriefing an Interview<br>-Developing meaningful consumer insights<br><br>Real World Case Study<br>1)Glad Products<br>3) Blonde Espresso<br>4)Unicorn Frappuccino | **Complete by April 7**<br><br>Readings:<br>-*The Innovator's Method: Bringing The Lean Startup Into Your Organization* by Nathan Furr and Jeff Dyer, Chapters 3-4, pages 67-110 (ISBN 9781625271464)<br>-D.school bootcamp bootleg.<br><br>Asynchronous Video Content<br>-Discontinuous Innovation:  Where Do You Start-?<br>-Fuzzy Front End<br>-White Space and Drill Sites | **Complete by April 14<sup>th</sup>**<br><br>Homework Assignment: -Empathize and Define<br><br>Skill Practice: Developing Empathy: Questioning and Observing<br><br>-Write Journal Entry #2 |

| | | Guest Speaker – Sacha Weinberg, Head of Global Marketing, Prime Video at Amazon | -How to Use Parallel Worlds<br>- Empathize step, an overview of empathize tools, techniques to build customer understanding<br>-Who to interview<br>Define step, an overview of problem definition methods. | |
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| Session 3 (April 14, 2021) | Introduction to Design Thinking con't<br><br>Important Role of Ideation, Prototyping and Testing | What If? And How Might We Questions<br><br>The Art of Failing Forward<br><br>Developing Solutions and deciding which ideas to pursue<br><br>Creative ways to Prototype<br><br>Real World Case Study- 1)Starbucks Whole Bean Canisters<br><br>Guest Speaker – Tyson Weinert, Group Program Director at LUMA Institute | **Complete by April 14**<br><br>Reading:<br>*-The Innovator's Method: Bringing The Lean Startup Into Your Organization* by Nathan Furr and Jeff Dyer, Chapter 5, pages 111-137 (IBSN 9781625271464)<br><br>Asynchronous Video Content:<br>-Ideate step, an overview of ideation methods<br>-Constraining Ideation<br>-Brainstorming vs. SolutionStorming<br>-Prototype step, an overview of prototyping methods<br>Test step, an overview of testing principles and techniques | **Complete by April 21**<br><br>Homework Assignment: -- Ideate, Prototyping, and Testing<br><br>Skill Practice: Associating, Networking, Experimenting<br><br>-Write Journal Entry #3 |
| Session 4 (April 21, 2021) | Moving Forward in the Stage Gate Process<br><br>Scaling, Commercializing and Marketing | Business Case/Business Model: How do financial decisions impact on the innovation process<br><br>Potential Pitfalls in Scaling and Commercialization<br><br>Pre- and Post-Launch Marketing Opportunities for Innovation<br><br>Real World Case Study 1)Project Verismo | **Complete by April 21**<br><br>Reading:<br>*-The Innovator's Method: Bringing The Lean Startup Into Your Organization* by Nathan Furr and Jeff Dyer, Chapter 6-8, pages 139- 208 (ISBN 9781625271464)<br><br>Asynchronous Video Content: | **Complete by April 28th**<br><br>Final Team Project: Design Thinking (Written Project and Team Presentations) |

| | | 2) Starbucks Nitro<br>3)Narino 70 Cold Brew<br>4)Pink Drink<br><br>Guest Panel –<br>Bruce Katsman, Vice President & Head of Marketing, Nestle Starbucks Coffee<br><br>Brian Smith, former Senior Director, Brand Strategy and Integrated Marketing at Zillow | -The Business of Innovation: business model, business case, financial analysis<br>-Commercialization and Scaling- when is the right time?<br>-Managing Innovation Portfolios- sustaining innovation, platforms, and technologies<br>-Brand promise, equity, permission impact on customer acceptance | |
|---|---|---|---|---|
| Session 5 (April 28, 2021) | Showcasing The Wonderful World of Design Thinking<br><br>Sustaining Innovation in Organizations<br><br>Prepare for a Career in Innovation | -Final Team Presentations<br><br>-How to Sustain Innovation in Organizations<br><br>-Honing Your Practice<br><br>Guest Speaker – Karen Huh, CEO Joywell Foods<br><br>-Class Reflections | **Complete by April 28**<br><br>Reading:<br>-*The Innovator's Method: Bringing The Lean Startup Into Your Organization* by Nathan Furr and Jeff Dyer, Chapter 9, pages 209-229 (ISBN 9781625271464)<br><br><br>Asynchronous Video Content:<br>-Organizing for Innovation<br>-Characteristics of Innovative Companies<br>-Governance | **Complete by May 5**<br><br>Complete Course Evaluation |

*Session topics, structure, speakers, readings, and assignments may change.