

Innovation, Live !

2016-17, PGP 2

Innovate on Fragrances with Coty (the world's largest fragrance company) – develop new global ideas on any / all fragrance sub-categories – men / women, eau de toilette, after shave, deos, apps to increase involvement etc.

Indian Institute of Management, Ahmedabad

Innovation. Live!

PGP2 Elective 2016-17

Instructors:

Mr Apurv Nagpal

Prof. Arvind Sahay

Corporate Guests

Camillo Pane, CEO, Coty

Marketing Director, Coty (TBC)

Global Category Head

(Fragrances), TBC

Learning on the job, with a corporate presenting an innovation need they currently face, with key people from the company being present in most classes, is a strong way that students can get exposed to what is involved in coming up with a new product or service. Innovation doesn't necessarily involve rules or a specific order of steps, as each situation is different. Also, going with a live case ensures there is minimal data spoon-fed to the students, just as in real corporate life. This methodology will also rely less on reading materials and more on in-classroom activity and group homework for some sessions

The idea is to

1. Have senior personnel, from a top corporates, to come and present an innovation need they are experiencing. Coty, especially after the acquisition of P&G's fragrance range is one of the world's largest beauty care companies and the largest in fragrances. We will be focusing on the fragrance category for the students.
2. To have a different corporate every year, spanning various fields, like FMCG, finance, engineering, media & entertainment, to dotcom
3. The corporate would also benefit by having some of the brightest young minds in the country working on their problem

Course Objectives

The course is designed

1. To let the participant develop the ability to come up with out of the box solutions, innovations by understanding the broad process, rather than a set pattern of steps. While each step will be talked about, different cases will involve a different level of emphasis, depending on the case.
2. To develop and enhance participant's concept writing and market research skills
3. To help students understand different innovation methodologies, corporate decision making processes

Upon successful completion of this course, you should be able to:

1. Be able to don an innovators hat, understand the process of innovation and the barriers against it which exist in most workplaces
2. Have the ability to focus marketing skills, learnt in the previous year, towards finalizing and launching a new product or service

Linkage with Other Courses

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The course takes off from first year marketing courses and relies on relevant basic knowledge of concept writing, consumer insights and market research

Relevance of the Course

Most companies today are ranked, valued on their ability to innovate. Companies which have complicated innovation processes, have fallen by the wayside (Reckitt & Colman, Kodak) while those with streamlined systems (3M, Benckiser) have managed to make a mark even when facing giant competitors

Required Materials

- 1. *Eighteen Plus Duets : by Apurv Nagpal, coauthored with 18 different women : an innovative book – self-published, with various innovations designed to shake-up the world of publishing*
- As given in the course outline later

About The Faculty

Apurv Nagpal

Apurv, PGP '93, has worked in companies like P&G, BAT, Reckitt Benckiser, SABMiller and was last Managing Director of Saregama (formerly known as HMTV, operating in Media and Entertainment). Right from early corporate years he was exposed to and led various innovation projects – including heading innovations globally for RB for their flagship category of Auto-Dish (> \$1 bn sales). He has worked in India and abroad (Sri Lanka, Bangladesh, Russia, UK, Holland) in global roles as well as operational ones. He is currently a keen traveler, blogger, speaker at various forums and an author, based out of Pune.

Prof Arvind Sahay

Professor Sahay, PGP '89, joined IIMA in June 2004 from London Business School where he had been teaching since his Ph.D. in 1996 from the University of Texas at Austin. His areas of interest include marketing strategy, pricing, high tech marketing, international trade and investment, strategic management, brand management and valuation and tracking organizational performance on multiple dimensions. At IIMA, he teaches the basic marketing courses on the PGP, GPX and PGP-PMP programs. In addition, he offers elective courses on pricing, international trade, marketing of financial services, tracking organizational performance and brand management and valuation. His corporate experience includes stints as a management trainee in the manufacturing sector and as a customer service and then account manager in the financial services industry.

Pedagogy

○ **Case and Class Discussions**

There will be minimal case material, with reliance on the in-classroom activity, with the corporate being present in every class to explain what the innovation brief is about, set the parameters, answer questions.

○ **Group Activity**

The entire project is group based, with the class being split into groups right after the innovation brief is laid out in session two. There will be two group activities which will be conducted during the class, brainstorming and shortlisting ideas.

○ **Lecture/Discussions**

These sessions will allow us to examine different philosophies, methods of innovation, the different corporate philosophies, especially of companies renowned for their innovation.

- **Participant Limit.** Participation will be limited to a total of 48 students, minimum 24 students needed with groups of 5-6 students

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Evaluation

Class Participation	40%
Brainstorm (Group)	10%
Video Diary (one only per student)	20%
Final Concepts Presented	30%

Class Participation: There will be a high degree of reliance on class participation and group activities. *You will be evaluated on the quality of your contribution. Participation that builds on the discussion in the class tends to be the most effective.* Please be prepared to be cold called in the class. **A minimum attendance of 80% of the sessions is required, with attendance of the first 6 sessions mandatory** – otherwise you will get an F on the course. Class participation which displays a lack of preparation or is completely tangential to the discussion in class will get negative marks. You are required to have a name tag in front of you every single class day – this is mandatory. The instructors reserve the right to change the weightage given to a particular session for CP as required. **Strictly no mobile phone or laptop usage is allowed in class**

- **Academic Dishonesty:** Any instance of academic dishonesty will lead to an automatic F on the course.

Note: This is a course which focuses not so much on theory, but more on teaching via a live innovation need currently being faced by well known corporates. Key is to be able to understand the different steps, participate in the process and come up with a final, acceptable solution, which will need to be presented to the corporate.

Other

1. The course should be held over 4-5 weeks – in January, with a small overlap into Feb
2. Sessions to be held together (back to back), in a single day are marked as such, with appropriate colour coding
3. Students will also send their top concepts into market research with the corporate's research provider and receive and analyse results. The research methodology chosen could be qualitative or quantitative, depending on the innovation need. Which is why a gap between the time concepts are submitted by students (session 13) and the time the qualitative happens (session 16, 17) and quantitative (session 18).
4. The detailed classwise program is attached below – with recommended dates for each session also put in – these are merely draft dates and as long as certain gaps are maintained, can be moved. The classes which are to be conducted together have been colour coded accordingly

1 & 2	Course Introduction (4th Jan'17)	<ul style="list-style-type: none"> • Introductions, Expectations from the course, Need to innovate : Why is innovation important, valuations of innovative companies, need for innovation pipeline, patents • Tools Used : Adaptive vs Technical challenges – one activity of each type • Innovations in the publishing industry – Eighteen Plus Duets 	<ul style="list-style-type: none"> • <u>Faculty</u> : Apurv Nagpal • <u>Homework</u> : None Required • <u>Classwork</u> : Participation in discussions • http://www.forbes.com/sites/innovatorsdna/2012/09/05/how-we-rank-the-worlds-most-innovative-companies/ • http://www.businessinsider.com/biggest-patent-holding-companies-2012-11?IR=T • Top earning companies from patents • http://www.businessweek.com/magazine/content/10_04/b4164051608050.htm • <u>Recommended Reading</u> : <i>Art of Innovation</i>, Tom Kelly
	Innovation Brief	<ul style="list-style-type: none"> • The chosen corporate presents the live innovation need they face in the form of a brief, to be made by the CEO or Functional Head of the company. • Students to question, expand the brief, outline the key parameters. 	<ul style="list-style-type: none"> • <u>Faculty</u> : Apurv Nagpal • <u>Guest Lecturer</u> : Coty (most likely via Skype) • <u>Homework</u> : None Required • <u>Classwork</u> : Clarification questions, understanding the brief
3,4	Situation Analysis (5th Jan'17)	<ul style="list-style-type: none"> • Variables to be considered Understanding the market situation, pricing, consumer behavior, competition via market visits, internet research 	<ul style="list-style-type: none"> • <u>Faculty</u> : Apurv Nagpal • <u>Homework</u> : Group to come prepared with relevant data, internet research, around the innovation brief & present in class • <u>Classwork</u> : Students to ask questions to fill in the blanks for missing data. • <u>Recommended Reading</u> : <i>Innovators Dilemma</i>, Clayton Christensen
5 & 6	Brainstorming (6th Jan'17)	<ul style="list-style-type: none"> • Why Brainstorm ? Some tricks that help you get more out of brainstorming sessions – loosening up, time to write individually, stimulus, duration, whom to invite (agency, dealers, sales guys, marketing, R&D, Manufacturing, HR, 	<ul style="list-style-type: none"> • <u>Faculty</u> : Apurv Nagpal • <u>Homework</u> : Each student to come prepared with one-two brainstorming methodologies, to be used in their groups + do an individual brainstorm • <u>Read</u>: Where Good Ideas Come from: A Natural History of Innovation • <u>Classwork</u> : To review brainstorming techniques

		consumers).	<ul style="list-style-type: none"> Video 1 (in class) : Brainstorming Done Right https://www.youtube.com/watch?v=9K8W4ooygUU Video 2 (in class) : Some techniques https://www.youtube.com/watch?v=yAidvTKX6xM
		<ul style="list-style-type: none"> Students to brainstorm in groups Tools : Ice-breaker (multiple uses of a common everyday object, like a brick) 	<ul style="list-style-type: none"> <u>Faculty</u> : Apurv Nagpal_ <u>Classwork</u> : □ To brainstorm on the innovation brief
7	Brainstorming Session (9th Jan'17)	<ul style="list-style-type: none"> Introduction of a new technique of brainstorming followed by students brainstorming in groups 	<ul style="list-style-type: none"> To brainstorm on the innovation brief http://www.forbes.com/sites/thesba/2013/03/18/7-ways-to-enliven-your-next-brainstorming-session/ Video 3 (Scamper, Random Word, Paul Sloane) https://www.youtube.com/watch?v=YvNOsogS6Mg
8	Brainstorming Session (10th Jan'17)	<ul style="list-style-type: none"> Introduction of a new technique of brainstorming followed by students brainstorming in groups 	<ul style="list-style-type: none"> To brainstorm on the innovation brief with new techniques <u>Recommended Reading</u> : Where Good Ideas Come From- A Natural History of Innovation
9 & 10	Shortlisting Ideas (11th Jan'17)	<ul style="list-style-type: none"> Criteria to be looked at : R&D feasibility, Manufacturing capability, supply chain, size of prize, concept appeal. Not made here syndrome, owner bias. 	<ul style="list-style-type: none"> <u>Faculty</u> : Apurv Nagpal_ <u>Homework</u> : Paul Sloane : How to shortlist http://www.destination-innovation.com/articles/how-to-evaluate-ideas/ <u>Recommended Reading</u> : <i>Innovators Solution</i>, Clayton Christensen
	Shortlisting Session	<ul style="list-style-type: none"> Students to shortlist key ideas from their brainstorming session in groups 	<ul style="list-style-type: none"> <u>Faculty</u> : Apurv Nagpal <u>Classwork</u> : □ Use techniques & criteria learnt in the previous class to shortlist the promising ideas
11	Concept Writing (13th Jan'17)	<ul style="list-style-type: none"> Importance of insight, benefit statement. Difference vs marketing statements. 	<ul style="list-style-type: none"> <u>Faculty</u> : Apurv Nagpal_ <u>Homework</u> : Complete shortlisting exercise; <u>Classwork</u> : Ideas To Go, May 2013 Newsletter http://www.ideastogo.com/writ

		Examples of good concepts from Coty	<p>e-winning-concepts</p> <ul style="list-style-type: none"> <i>Recommended Reading</i> : Porus Munshi- making breakthrough innovation happen; Steven Johnson
12	Market Research (16th Jan'17)	<ul style="list-style-type: none"> When to research (with or without prototype), how to research, suitable methodologies. Quantitative vs Qualitative. Students can do qualitative research amongst each other to refine concepts 	<ul style="list-style-type: none"> <i>Faculty</i> : Prof Arvind Sahay <i>Homework</i> : <u>Have concepts ready to go into research</u> Qualitative vs Quantitative, Marketing Donut http://www.marketingdonut.co.uk/marketing/market-research/what-is-qualitative-research- http://www.marketingdonut.co.uk/marketing/market-research/qualitative-or-quantitative-which-method-is-for-you-
13	Neuroscience & Decision Making : Basic Concepts (17th Jan'17)	<ul style="list-style-type: none"> How it works, in theory 	<ul style="list-style-type: none"> <i>Faculty</i> : Prof Arvind Sahay
14	Applying Neuro principles to Fragrance category (17th Jan'17)	<ul style="list-style-type: none"> How to relate it to the category of fragrances 	<ul style="list-style-type: none"> <i>Faculty</i> : Prof Arvind Sahay
15	Concept Presentation (18th Jan'17)	<ul style="list-style-type: none"> Presentation & discussion of top concepts written by students Refining concepts : 	<ul style="list-style-type: none"> <i>Faculty</i> : Apurv Nagpal_ <i>Homework</i> : Top concepts written down <i>Classwork</i> : Two groups to present their concepts to each other and improve / build Within 2 days (by the next class) to shortlist the ideas / finalized concepts (maximum three) and submit for research
16, 17	Market Research Live (30th Jan'17)	<ul style="list-style-type: none"> Students to see / observe live qualitative research on their concepts 	<ul style="list-style-type: none"> <i>Faculty</i> : Apurv Nagpal
18	Market Research Results (1st Feb'17)	<ul style="list-style-type: none"> Discussion on market research results obtained by students Selection of winning concepts 	<ul style="list-style-type: none"> <i>Faculty</i> : Apurv Nagpal <i>Guest Lecturer</i> : Market Research Agency <i>Homework</i> : None Required_ <i>Classwork</i> : Analysis of concept research results by group
19,2	Final	<ul style="list-style-type: none"> Presentation of 	<ul style="list-style-type: none"> <i>Faculty</i> : Apurv Nagpal_

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0	Presentation (6th Feb'17)	winning concepts to Client	<ul style="list-style-type: none">• <u>Guest Lecturer</u> : Coty• <u>Homework</u> : Prepare presentations – <i>powerpoint or otherwise</i>• <u>Classwork</u> : Groupwise Presentations
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