

## **Marketing – New Product Development - Marketing 753**

The Wharton School  
Roderick M. McNealy  
rmcnealy@earthlink.net  
732-524-3782

**Objective:** The objective of this course is to provide a framework for the new product development process. This framework is applicable to any industry or product class. Strategically, this objective will be accomplished by sharing Best Practices processes, tools, and templates covering the major elements of the New Product Development Process and illustrated by current industry case studies. Tactically, the course will utilize active class discussion, case studies drawn from a variety of industries, selected readings covering a wide spectrum of New Product examples, and group projects.

**Learning Objectives:** Course participants will understand and be able to successfully apply the following concepts:

- Customer-focused “Go to Market” Buying Process and Opportunity Evaluation
- Market Segmentation
- Strategic Positioning and the Positioning Matrix
- Customer Insight, Portrait
- Brands Versus Products, Branding, and Brand Equity
- Market Research Partnership in New Product Development – Leading a development team
- New Product Ideation Process
- New Product Launch Process – Surround Sound Messaging

**Discussion:** This is a Marketing course focusing on New Products. The course provides participants with a framework for New Product development – a process map of elements to consider, questions to ask-answer, and key organizational partnerships to form for success. The course focuses on the role of the Marketing Manager in leading the New Product process. Research and Development, Marketing Research, Advertising, and Sales are also addressed in the course, but from the perspective of the Marketing Manager and how these disciplines impact the Marketing Team leading the New Product Development Process. This course is focused on real-world concept application rather than the theoretical. Case studies and class examples are drawn from a wide variety of industries with the goal of concept understanding and application, regardless of industry.

**Course Structure:** The course is comprised of twelve (12) 90-minute sessions. These sessions are conducted twice weekly beginning March 13, 2007. The course is comprised of three main elements:

- Course content presentation and class discussion of these concepts and related case materials;
- Major Team project
- Mini Team presentations on a separate topic that reflect integration of concepts presented

**Course Content Presentation:** Each class focuses on a specific topic in the New Product Development process. Case studies and readings are assigned for each class and illustrate that concept and either its successful or unsuccessful application in a real-world situation. Active class participation is encouraged, with a special emphasis on thoughtful, clear, concise commentary and analysis.

**Team Project:** Course participants are encouraged to form project teams and address a New Product Development opportunity. This project can take a variety of forms:

- An actual new product or service the team either creates or works with in a consulting capacity, reflecting course principles, tools-templates, and concepts;
- A theoretical new product or service for which the team develops a business case brief reflecting course principles, tools-templates, and concepts;
- A new product case study about an existing, in-market new product (within 12 months of actual market launch) and the inferred application of course principles, tools-templates, and concepts to this product and the critical evaluation of their application success/failure.

Team participants will be evaluated not only upon their final presentation and analysis, but also on their work reflecting ongoing concept - tool application, and their ability to successfully function as a team. Team participants will also be asked to assess the performance-contribution of their peer team members.

**Mini Project Development and Analysis:** Course participants are expected to present at least one Mini New Product case study. This concise analytical presentation focuses on the critical concepts presented in the course and evaluates their successful – unsuccessful application in the case study presented. This presentation will normally be made by the Major Project team. The Mini Project presentation normally occurs in Classes 5-6, while the Major Project presentations will occur in the last two classes.

**Course Participant Assessment – Grading:** Course participants will be evaluated on the three basic elements of the course, as follows:

- **Class participation (40%)** – Active, thoughtful, clear, concise presentation reflecting comprehension and application of the concepts – topics presented. This is about Quality, not Quantity.
- **Major Team Project (40%)** – Original, creative, unique new product/service example presentation that demonstrates complete comprehension, integration, and evaluation of the concepts and their application in the marketplace.
- **Mini Project Development and Analysis (20%)** – Selection and presentation of a New Product – Service example that demonstrates analysis and assessment of the course concepts and their successful/unsuccessful application. Emphasis is on concepts/tools presented to-date.

| Class  | Topic  | Tool(s)  | Case Studies, Readings   | Other  |
|--------|--|--|--|--|
| One:   | Introduction to Course Objectives and Core Marketing Tool Kit; Course Goals, Objectives, Assignments, Grading; Overall Course Perspective. | <ul style="list-style-type: none"> <li>The Buying Process</li> </ul>   | Coke C2  |  |
| Two    | “Go to Market”; Understanding the Target Audience.   | <ul style="list-style-type: none"> <li>Segmentation</li> <li>Springboard Questions</li> </ul>  | Coke C2 cont'd   | Team Formation                                 |
| Three  | Positioning  | <ul style="list-style-type: none"> <li>Positioning Statement</li> </ul>  | Federal Express;   | Teams Finalized, Mini Project Selection        |
| Four   | Power Positioning; Competitive Environment; Customer Insights  | <ul style="list-style-type: none"> <li>Positioning Matrix</li> <li>Customer Portrait</li> </ul>  | Enterprise Rental Car  |  |
| Five   | Brands Vs. Products Branding and Brand Architecture  | <ul style="list-style-type: none"> <li>Branding Architecture</li> </ul>  | BMW  | Mini Project Presentations                     |
| Six    | Brand Equity Brand Character   | <ul style="list-style-type: none"> <li>Brand Character Template</li> </ul>   | <u>Eager Sellers and Stony Buyers</u> , HBR Reprint              | Mini Project Presentations                     |
| Seven  | Market Research Role in New Product Development  | <ul style="list-style-type: none"> <li>Concept Format “Diamond” Approach</li> </ul>  |  | Guest Presenter on MRD, Mr. J. Alexander, PGSM |
| Eight  | New Product Launch Process Speed to Market   | <ul style="list-style-type: none"> <li>Process Model</li> </ul>  | <u>Developing New Products and Services: The Marketer's Role</u> |  |
| Nine   | Communication Process Communications Brief   | <ul style="list-style-type: none"> <li>Communications Strategy Template</li> <li>Communications Brief</li> </ul>                                     | Costco   |  |
| Ten    | Surround Sound – How Your Target Absorbs Media and Your New Product Message  | <ul style="list-style-type: none"> <li>Surround Sound Model</li> </ul>   | Cannes Festival Titanium Award Recipients                        |  |
| Eleven | Entrepreneur Experience; Team Management – Marketing, R&D, MRD   | <ul style="list-style-type: none"> <li>Risk-Reward Analysis</li> <li>Entrepreneurial Finance Analysis</li> <li>Successful Team Guidelines</li> </ul> | Team Presentations   |  |
| Twelve | Idea sources – creating an innovative organization   | <ul style="list-style-type: none"> <li>Ideation Process Model</li> </ul>   | Team Presentations   | Ideation Session                               |

**Course Materials:** There is a Course Bulk Pack and course presentations will be uploaded to Web Café at the conclusion of each class. Additional topical materials/articles will be uploaded to Web Café on a regular basis throughout the course.

**Recommended Texts:**

***Creating Brand Loyalty***, Richard D. Czerniawski and Michael W. Maloney; American Management Association, 1999;  
ISBN 0-8144-0501-0

***Making Customer Satisfaction Happen – A Strategy for Delighting Customers***, Roderick M. McNealy; Chapman and Hall, Kluwer Academic Publishing, 1994  
ISBN 0-4127-86303 and 0-4125-89206

***Rising Tide***, Davis Dyer, Frederick Dalzell, Rowena Olegario;  
Harvard Business School Press, 2004  
**ISBN 1591391474**

***The Lexus Story***, Jonathan Mahler; Melcher Media, 2004  
ISBN 0-9717-93573

***The Toyota Way: 14 Management Principles From The World's Greatest Manufacturer***, Jeffrey Liker; McGraw – Hill, 2003  
ISBN 0-071392319

***Blockbusters: The Five Keys to Developing Great New Products***, Gary S. Lynn and Richard R. Reilly; Harper Business, 2002  
ISBN 0-0600-84731

***Creating Breakthrough Products: Innovation from Product Planning To Program Approval***, Jonathan Cagan and Craig M. Vogel; Financial Times Prentice Hall, 2002  
ISBN 0-139696946