**Правительство Российской Федерации**

**Нижегородский филиал**

**Федерального государственного автономного образовательного учреждения высшего профессионального образования
"Национальный исследовательский университет
"Высшая школа экономики"**

Факультет менеджмента

Кафедра маркетинга

**Рабочая программа дисциплины**

**«**Маркетинг инноваций» (преподается на английском языке)

для образовательной программы «Менеджмент»

для направления подготовки 38.04.02. «Менеджмент»

уровень магистр

Разработчик программы:

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Одобрена на заседании кафедры маркетинга

 «\_\_\_»\_\_\_\_\_\_\_ 2015 г.

И.о. зав. кафедрой М.А. Шушкин

Утверждена «\_\_\_»\_\_\_\_\_\_\_\_\_\_\_\_ 2015 г.

Академический руководитель образовательной программы

Н.Г. Шубнякова \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Нижний Новгород, 2015

**National Research University Higher School of Economics**

**Nizhny Novgorod**

Faculty of Management

Course Syllabus

“Marketing of Innovations”

38.04.02 – Management

Master Program in Management

 Course credits - 6

Prepared by:

Fomenkov Denis, Candidate of Economic sciences, dfomenkov@hse.ru

Confirmed by Marketing Department «\_\_\_»\_\_\_\_\_\_\_\_\_\_\_\_ 2015г.

Head of Marketing Department M.A. Shushkin \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Approved by Academic head of the educational program

 «\_\_\_»\_\_\_\_\_\_\_\_\_\_\_\_\_2015г.

Shubnyakova N.G. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Nizhny Novgorod, 2015

**Аннотация**

Русскоязычная версия

*1. Краткое описание курса*

Курс предназначен для студентов, проявляющих интерес к вопросам маркетинга высокотехнологичных товаров и коммерциализации инноваций и в контекстах малых инновационных компаний и крупных корпораций. Теоретический материал призван сформировать полноценное понимание инноваций с точки зрения маркетинга. Опираясь в большей степени на интерактивные методы обучения курс формирует компетенции, необходимые для успешной реализации маркетинговой стратегии и тактики на высокотехнологичных рынках.

*2. План курса.*

* Обзор российской инновационной системы
* Типы инноваций с точки зрения маркетинга. Характеристики бизнес среды на высокотехнологичных рынках.
* Модели инновационного процесса, межфункциональное взаимодействие в процессе разработки нового товара. Модель «Stage-Gate».
* Технология и управление продуктом.
* Партнерские отношения и стратегические альянсы в процессе разработки нового товара.
* Маркетинговые исследования и инновации.
* Потребительское поведение, сегментирование и процесс принятия потребителями инновации.
* Маркетинговые коммуникации для инновационного товара.
* Продажи, дистрибуция и управление цепями поставок на высокотехнологичных рынках.
* Стратегическое маркетинговое планирование в высокотехнологичных компаниях.

*3. Требования к уровню знаний студентов.*

Рекомендуемые курсы: Основы маркетинга, Основы менеджмента

*4. Преподаватель*

К.э.н., доцент кафедры маркетинга НИУ ВШЭ – Нижний Новгород Фоменков Денис Александрович

*5. Тип экзамена*

Устный экзамен

Англоязычная версия

*1. Outline*

Course “Marketing of Innovations” provides comprehensive understanding of innovations from marketing science perspective. The course is for students that are interested in commercialization of innovations both in small entrepreneurial companies and large corporations. It’s heavily based on cases taken from different high-tech industries and cover such areas as classification of innovations from marketing perspective, NPD models, opportunity development, feasibility study, strategic market planning in high-tech firms, barriers to R&D-marketing collaboration, technology and product management, adoption and diffusion of innovations, factors affecting adoption of innovation, aligning market research with type of innovation and so on. This course will help students avoid serious marketing mistakes in commercialization of innovations and maximize marketing input at every stage of innovation process.

2. Syllabus

* Review of Russian Innovation System.
* Types of Innovations from Marketing Science Perspective and Common Characteristics of High-Tech Environment.
* Models of Innovation Process, New Product Development and Cross-Functional Interaction. «Stage-Gate» approach to NPD
* Technology and Product Management.
* Partnerships and Strategic Alliances in New Product Development.
* Marketing Research and Innovations.
* Consumer Behavior, Segmentation and Adoption Process.
* Marketing Communications For Innovations.
* Sales, Distribution Channels and Supply Chain Management in High-Tech Markets.
* Strategic Market Planning in High-Tech Firms

*3. Prerequisite*

Recommended prerequisite: Marketing Fundamentals, General Management Fundamentals

*4. Author*

Fomenkov Denis, Candidate of Economic Sciences, docent of marketing department at Higher School of Economics

*5. Examination type*

Oral examination

*The course is developed in accordance with*

* *Educational standard of National Research University Higher School of Economics 38.04.02 «Management»;*
* *Master program in Management (38.04.02 «Management»);*
* *Curriculum of master program in Management (38.04.02 «Management») approved in 2014.*

**Course Description**

Innovations are becoming the main source of sustainable competitive advantage for companies around the world. As marketing science deals with competitive advantage it should provide solid framework for innovations. Course “Marketing of High-Technology Products and Innovations” provides comprehensive understanding of innovations from marketing science perspective. The course is for students that are interested in commercialization of innovations both in small entrepreneurial companies and large corporations. It’s heavily based on cases taken from different high-tech industries and cover such areas as classification of innovations from marketing perspective, NPD models, opportunity development, feasibility study, strategic market planning in high-tech firms, barriers to R&D-marketing collaboration, technology and product management, adoption and diffusion of innovations, factors affecting adoption of innovation, aligning market research with type of innovation and so on. This course will help students avoid serious marketing mistakes in commercialization of innovations and maximize marketing input at every stage of innovation process.

**Course outcomes**

The main objective of the course is to provide students with contemporary marketing knowledge that allows them to make reasonable and appropriate marketing-related decisions in context of new product development and commercialization of innovations. Upon completion, students should be able to apply marketing tools and concepts to develop and deliver successful marketing strategies required for innovative new products and services.

**Student Outcomes and Competencies**

At the completion of the course requirements, the student will be able to:

* Discuss the role and contributions of marketing within innovation process in organizations;
* Define the basic vocabulary appropriate to the field of high-tech marketing and marketing of innovations;
* Describe the relationship between marketing and other major business activities in new product development;
* Develop and deliver marketing strategies for innovations;
* Develop feasibility study for new products and technologies;
* Apply appropriate marketing research methods for analyzing new markets;
* Develop integrated marketing communication campaign for new products;
* Develop marketing plan for innovation;
* Distinguish among different types of innovations;
* Set appropriate price on new products;
* Understand factors that influence consumer adoption process;
* Identify the model of innovation process within organization.

At the completion of the course requirements, the student will have the following competences

| Competence | Type of competence | Descriptors | Forms and methods of studying assisting in acquiring and developing competences |
| --- | --- | --- | --- |
| Способен находить и оценивать новые рыночные возможности, формировать и оценивать бизнес-идеи, разрабатывать бизнес-планы создания нового бизнеса  | ПК-25 | Be able to recognize entrepreneurial opportunities and apply marketing body of knowledge and skills to exploit them for opening new businesses. | Conventional lectures and expository lessons. Workshops. Case-studies on marketing innovations issues. Seminars. Group exercises and projects. Games and simulations. Role-play. Self-help groups. Class discussions. Guest lectures. |
| Способен организовать многостороннюю (в том числе, межкультурную) коммуникацию и управлять ею | СК-7 | Be able to work in multi cultural project team, show knowledge of cultural peculiarities; have capable oral communication skills to prove his/her point of view, estimate and interpret feedback. | Conventional lectures and expository lessons. Workshops. Case-studies on marketing innovations issues. Seminars. Group exercises and projects. Games and simulations. Role-play. Self-help groups. Class discussions. Guest lectures. |
| Способен выявлять и формулировать актуальные научные проблемы в области менеджмента, обобщать и критически оценивать результаты, полученные отечественными и зарубежными исследователями по избранной теме | ПК-10 | Be able to demonstrate the knowledge of contemporary problems and trends in marketing innovations and most recent results of researches.  | Conventional lectures and expository lessons. Workshops. Case-studies on marketing innovations issues. Seminars. Group exercises and projects. Games and simulations. Role-play. Self-help groups. Class discussions. Guest lectures. |
| Способен разрабатывать корпоративную стратегию, стратегию бизнеса и функциональные стратегии организации | ПК-21 | Be able to apply marketing tools to analyze and develop corporate strategy which cover such fields as product portfolio management, new product development and launch of new products. Be able to demonstrate the knowledge of marketing interaction with other functions in organization in new product development process.  | Conventional lectures and expository lessons. Workshops. Case-studies on marketing innovations issues. Seminars. Group exercises and projects. Games and simulations. Role-play. Self-help groups. Class discussions. Guest lectures. |
| Способен выявлять данные, необходимые для решения поставленных управленческих и предпринимательских задач; осуществлять сбор данных и их обработку | ПК-26 | Be able to recognize type of innovation and prove implementation of different methods for marketing analysis. Be able to forecast sales of new product and deeply analyze demand on innovation. Be able to conduct analysis of competitors.  | Conventional lectures and expository lessons. Workshops. Case-studies on marketing innovations issues. Seminars. Group exercises and projects. Games and simulations. Role-play. Self-help groups. Class discussions. Guest lectures. |

**Syllabus**

Course credits - 4

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| № | Topic | Sum | Contact hours  | Unassisted preparation for classes |
| Lectures | Practical training and workshops |
| 1 | Review of Russian Innovation System.*Assignment №7.* | 14 | 2 | 4 | 8 |
| 2 | Types of Innovations From Marketing Science Perspective and Common Characteristics of High-Tech Environment.*Assignments №1, 8.* | 16 | 2 | 4 | 10 |
| 3 | Models of Innovation Process, New Product Development and Cross-Functional Interaction. «Stage-Gate» approach to NPD*Assignments №2,3,9.* | 28 | 2 | 4 | 22 |
| 4 | Technology and Product Management.*Assignments №13,14.* | 16 | 2 | 4 | 10 |
| 5 | Partnerships and Strategic Alliances in New Product Development.*Assignments №4.* | 18 | 2 | 6 | 10 |
| 6 | Marketing Research and Innovations.*Assignment №5.* | 30 | 4 | 4 | 22 |
| 7 | Consumer Behavior, Segmentation and Adoption Process.*Assignment №12.* | 19 | 4 | 4 | 11 |
| 8 | Marketing Communications For Innovations.*Assignment №15.* | 28 | 2 | 6 | 20 |
| 9 | Sales, Distribution Channels and Supply Chain Management in High-Tech Markets.*Assignment №16.* | 30 | 4 | 4 | 22 |
| 10 | Strategic Market Planning in High-Tech Firms *Assignments №10,11.* | 29 | 4 | 5 | 20 |
|  | Всего | 228 | 28 | 45 | 155 |

# Types of control

|  |  |  |  |
| --- | --- | --- | --- |
| Type of control | Форма контроля | 1 год | Параметры  |
|  |  | 3 | 4 |
| Ongoing (week number) |  |  |  |  |  |  |
| Homework |  |  | 5 |  | Paper 3-5 pages, 12 Times New Roman |
| Final | Exam |  |  |  | \* | 5 open questions from the list |

HOMEWORK

Students are to analyze contemporary new product development strategic alliances. In analysis they should identify type of alliance, present motivation for all parties, describe recourses (marketing, technological, financial, and etc.) brought into alliance, strategies and so forth (based on theory of the course).

**The estimation and grading policy of ongoing control is presented in APPENDIX C.**

FINAL EXAM

On final exam students answer on five questions from the list presented in APPENDIX C. Along with knowledge instructor estimates competences (from table with competences).

**The estimation and grading policy of final exam is presented in APPENDIX C.**

**Teaching Strategy**

Conventional lectures and expository lessons are only small part of the course. Other classes include workshops, case-studies addressing marketing innovations issues, firm strategies and market problems in commercialization of innovations, seminars, group exercises and projects, games and simulations, role-play, self-help groups, class discussions and guest lectures.

In order to stimulate active learning, classes will be discussion-oriented. Quality participation is based on the quality of the insights exhibited, the student's ability to maintain continuity of discussion (i.e., pays attention to existing discussion/prior comments) and answer follow-up questions (which requires some degree of thought about the material - above and beyond mere reading - prior to class).

**Grades and Components of Assessment**

$$Q\_{cumulative}=0,3\*Q\_{ongoing control}+ 0,4\*Q\_{group assigments, class participation, and evidence of preparation}+ 0,3\*Q\_{ individual assigments}$$

$$Q\_{ongoing control}=0,5\*Q\_{essay}+0,5\*Q\_{homework}$$

$$Q\_{final}=0,6\*Q\_{cumulative}+0,4\*Q\_{final examination}$$

**Outline of Lectures and Readings**

1. REVIEW OF RUSSIAN INNOVATION SYSTEM.

Key Issues

* Innovation, Theoretical Conception, Technical Invention, Commercial Exploitation.
* Science and Technology Base in Russia. Technological Developments. Needs of Market.
* IMAQ at Kyushu University.
* Global Trends (Russia, China, Brazil, India, Vietnam, Cambodia, Bangladesh, Indonesia).
* Russia’s Current Innovation Policy Space and Advanced Country’s Archetypical Innovation Policy Space.
* Size Structure of Firms in Russia.
* R&D Personnel by Occupation in Russia and Selected Countries.
* Scientific Publications and Co-Authored Articles in Russia and Selected Countries.
* Levels of Innovativeness in the Regions of Russia.
* World Development Indicators (Russia And Selected Countries).

Readings

1. Shahid Yusuf, Kaoru Nabeshima (2012) Some Small CountriesDo It BetterRapid Growth and Its Causes inSingapore, Finland, and IrelandThe World Bank (Chapter 2. How Sifire Compressed Development, Chapter 3. Elements of a Learning Economy).
2. OECD (2011), OECD Reviews of Innovation Policy: Russian Federation 2011, OECD Publishing.<http://dx.doi.org/10.1787/9789264113138-en> (Overall assessment and recommendations, Chapter 1. Economic performance and framework conditions for innovation, Chapter 2. Innovation actors).
3. Raj M. Desai, Itzhak Goldberg (2008) Can Russia Compete?Brookings Institution Press
4. Arr, Austin (2012) Are Accelerators Losing Speed? Fast Company. Sep2012, Issue 168, p51-56.

2. TYPES OF INNOVATIONS FROM MARKETING SCIENCE PERSPECTIVE AND COMMON CHARACTERISTICS OF HIGH-TECHNOLOGY ENVIRONMENT.

Key Issues

* TypesofInnovations: ProductInnovation, ProcessInnovation, OrganizationalInnovation, ManagementInnovation, Production Innovation, Commercial and Marketing Innovation, Service Innovation.
* Market-Pull Innovations and Technology-Push Innovations.
* IncrementalandRadicalInnovations.
* ProductVersusProcessInnovations. ArchitecturalVersus Component Innovations. Sustaining Versus Disruptive Innovations. Difference Between Breakthrough And Disruptive Innovation.
* Do Different Types of Innovation Rely on Specific Kinds of Knowledge Interactions?
* Base of The Pyramid Strategies.
* The Contingency Model for Hi-Tech Marketing. Examples of Implications of Contingency Theory.
* Common Characteristics of High-Tech Environment. MarketUncertainty. TechnologicalUncertainty. Competitive Volatility.
* FUD Factor: Consumer Fear, Uncertainty, and Doubt.

Readings

1. Jakki J. Mohr, Sanjit Sengupta, Stanley F. Slater (2009), Marketing of High-Technology Products and Innovations: Jakki Mohr. (Chapter 1. Introduction to the World of High-Technology Marketing)
2. Franz Todtling,Patrick Lehner, Alexander Kaufmann (2009), Do Different Types of Innovation Rely on Specific Kinds of Knowledge Interactions? Technovation 29, pp. 59–71
3. Gerard J. Tellis, Jaideep C. Prabhu, & Rajesh K. Chandy (2009) Radical Innovation Across Nations:The Preeminence of Corporate Culture, Journal of Marketing Vol. 73 (January 2009), 3–23
4. Song, X.M.,Montoya-Weiss,M.M. (1998) Critical Development Activities for Really New Versus Incremental Products. Journal of Product Innovation Management 15(2), 124–135.

3. MODELS OF INNOVATION PROCESS, NEW PRODUCT DEVELOPMENT AND CROSS-FUNCTIONAL INTERACTION. «STAGE-GATE» APPROACH TO NPD

Key Issues

* The Market-Based View and the Resource-Based View on Innovation.
* Linear Models (Technology Push, Market Pull). Simultaneous Coupling Model. Interactive Model. Network Model. Open Innovation Concept.
* Three Phases of New Product Development Process: Idea Phase (Idea Generation and Screening), Concept Phase (Concept Development, Concept Testing, Business Analysis), Launching Phase.
* Idea Phase: Problem Solution, Lateral Thinking, Mind Mapping, Brainstorming, Morphological Analysis, Synectics.
* Dimensions of A Market Orientation.
* New Product Development Teams. The Effectiveness of Cross-Functional Teams.
* R&D – Marketing Interaction. Barriers to R&D – Marketing Collaboration. Different Orientations Between R&D and Marketing Personnel. Achieving R&D – Marketing Integration. Assessing the Degree of R&D – Marketing Integration.
* What is Stage-Gate?
* Seven Goals of a New-Product Idea-to-Launch System
* Discovery – The Quest for Breakthrough Ideas
* The Front-End Work – From Discovery to Development
* Picking the Winners – Investing in the Right Projects
* Development, Testing, and Launch
* Implementing Stage-Gate

Readings

1. Jakki J. Mohr, Sanjit Sengupta, Stanley F. Slater (2009), Marketing of High-Technology Products and Innovations: Jakki Mohr. (Chapter 4, Market Orientation and Cross-Functional Interaction)
2. Holger Ernst, Wayne D. Hoyer, & Carsten Rübsaamen (2010),Sales,Marketing, and ResearchandDevelopment Cooperation AcrossNew Product Development Stages:Implications for Success, Journal of Marketing, Vol. 74 (September 2010), 80–92
3. Yu-An Huanga, Hsien-JuiChungb, ChadLin (2009), R&D Sourcing Strategies:Determinantsand Consequences, Technovation29, 155–169
4. Ruth Maria Stock & Nicolas Andy Zacharias (2011), Patterns and Performance Outcomes of Innovation Orientation, Journal of the Academy of Marketing Science
5. Song, X.M.,Montoya-Weiss,M.M.(1998), Critical Development Activities for Really New Versus Incremental Products. Journal of Product Innovation Management 15(2), 124–135.
6. Griffin, A., Hauser, J.R. (1996), Integrating R &D and Marketing: AReview and Analysis of the Literature, Journal of Product Innovation Management, 13 (3), pp. 191-215*.*
7. Cooper, R.G., Kleinschmidt, E.J. (1995),Benchmarking The Firm's Critical Success Factors in New Product Development, The Journal Of Product Innovation Management 12 (5), pp. 374-391*.*

4. TECHNOLOGY AND PRODUCT MANAGEMENT.

Key Issues

* Technology Mapping.
* Technology Identification. Patent Data Analysis. Use of a Matrix Map. Technology Classification by Matrix Map.
* Make Decisions about Technology Additions. Make Decisions about Commercializing, Licensing. Ongoing Management. Technology Transfer Considerations.
* Product Architecture. Modularity. Platforms. Derivatives. Customizing Complex Products.
* Modular Designs. IBM’s Experience. Visible Design Rules. Competing in a Modular Environment.
* Product Architecture. The Arrangement of Functional Elements. A Function Structure. A Typology of Product Architectures. Types of Mappings From Functional Elements to Physical Components. Interface Coupling. Types of Modular Architectures: Slot, Bus and Sectional.
* Developing Services as Part of the Hi-Technology Product Strategy.
* Product Change. Product Architecture Determines How The ProductCan Be Changed. Change Within the Life of a Particular Artifact. Change Across Generations of the Product. Product Variety.Variety and Flexibility.
* Product Performance. Local Performance Characteristics and Modular Architectures. Global Performance Characteristics and IntegralArchitecture.
* Differences in Product Development Management According to Architectural Approach.
* Component Standardization. What are the Implications of Standardization?
* Intellectual Property Considerations. Types of Intellectual Property Protection. Rationale for Protection of Intellectual Property. Managing Intellectual Property.

Readings

1. Jakki J. Mohr, Sanjit Sengupta, Stanley F. Slater (2009), Marketing of High-Technology Products and Innovations: Jakki Mohr. (Chapter8 Technology and Product Management).
2. Sunghae Jun, Sang Sung Park, Dong Sik Jang, (2012),Technology Forecasting Using Matrix Map and PatentClustering, Industrial Management & Data Systems, Vol. 112 Iss: 5 pp. 786 – 807
3. Qu, T.; Bin, S.; Huang, George Q.; Yang, H. D. Two-Stage Product Platform Development for Mass Customization, International Journal of Production Research. Apr2011, Vol. 49 Issue 8, p2197-2219. 23p.
4. Liu, Zhuo; Wong, Yoke San; Lee, Kim Seng, Modularity Analysis and Commonality Design: a Framework for the Top-Down Platform and Product Family Design, International Journal of Production Research. Jun2010, Vol. 48 Issue 12, pp. 3657-3680. 24p.
5. Carliss Y. Baldwin and Kim B. Clark (1997) Management In an Age of Modularity, Harvard Business Review, October.
6. Karl Ulrich (1993), The Role of Product Architecture in the Manufacturing Firm, Research Policy 24 (1995) 419-441
7. Gertner, Jon; Kratochwill, Lindsey. The Risk of a New Machine, Fast Company, Apr2012, Issue 164, p104-133. 8p

5. PARTNERSHIPS AND STRATEGIC ALLIANCES IN NEW PRODUCT DEVELOPMENT

Key Issues

* Partnerships at Apple.
* Some Characteristics of a Knowledge-Based Economy.
* Types of Partnerships.
* Vertical Partnerships. Relationships With Suppliers. Supplier-OEM Vertical Relationship. Early Supplier Involvement (ESI). Relationships With Channel Members. Relationships With Customers.
* Horizontal Partnerships. Complementary Alliances. Competitive Alliances. Industry Consortium.
* Reasons for Partnering Across the Stages of the Product Life Cycle.
* Setting Industry Standards Strategies. Licensing and OEM Agreements. Strategic Alliances. Diversification in to Complementary Products. Aggressive Product Positioning.
* Drawbacks of a Licensing Strategy.
* Three Factors Helps a Firm Decide Which Strategy to Pursue. Barriers to Imitation. A Firm's Skills and Resources. The Existence of Capable Competitors.
* Partnership and Entry Strategies in Foreign Markets.
* Joint Ventures in China.

Reading

1. Jakki J. Mohr, Sanjit Sengupta, Stanley F. Slater (2009), Marketing of High-Technology Products and Innovations: Jakki Mohr. (Chapter 5 Partnership, Alliances, and Customer Relationships Partnerships and Strategic Alliances)
2. Kumar, S.,Snavely,T. (2004) OutsourcingandStrategicAlliances for Product Development: a Case ofBantaDigitalGroup.Technovation24 (12), 1001–1010.
3. Orly Yeheskel Oded Shenkar. Avi Fiegenbaum, and Ezra Cohen (2001), Cooperative Wealth Creation: Strategic Alliances in Israeli Medical-Technology Ventures, Academy OfManagement Executive,Vol. 15.
4. Zhao, Y.,Calantone,R.J., (2003), The Trend Toward Outsourcing in New Product Development: Case Studies in Six Firms. International Journal of Innovation Management, Vol.7(1), pp.51–66.

6. MARKETING RESEARCH AND INNOVATIONS

Key Issues

* Market Research Expenditures & Market Research Staffing.
* Aligning Market Research with Type of Innovation.
* Marketing Research Constrained by User Experience. The Effect of Prior Experience on Users’ Ability to Generate Or Evaluate Novel Products. Similarity-Dissimilarity Ranking.
* Lead Users. Analyzing Lead User Data. Projecting Lead User Data onto the General Market of Interest.
* Customer Visits. Elements of Effective Customer Visit Programs.
* Insights From Empathic Design. Process to Conduct Empathic Design.
* Steps in the Lead User Process.
* Conjoint Analysis.
* Quality Function Deployment. Implementation of Quality Function Deployment.
* Biomimicry.

Readings

1. Jakki J. Mohr, Sanjit Sengupta, Stanley F. Slater (2009), Marketing of High-Technology Products and Innovations: Jakki Mohr. (Chapter6 Marketing Research in High-Tech Markets).
2. Roberto Verganti (2011) How Companies Can Systematically Create Innovations That Customers Don’t Even Know They Want, Harvard Business Review, October, pp. 114-120
3. Eric Von Hippel (1986), Lead Users: A Source of Novel Product Concepts, Management Science, Vol.32, No.7
4. Hoeffler,.S (2003), Measuring Preferences for Really New Products, Journal of Marketing Research,Vol.40, No.4, pp. 406–420
5. Page A. L., Rosenbaum, H.F (1992), Developing an Effective Concept-Testing Program for Consumer Durables, Journal of Product Innovation Management, Vol.9, No.4, pp. 267–277.
6. Peng, L. Finn, A (2008), Concept Testing: the State of Contemporary Practice, Marketing Intelligence and Planning, Vol.26, No.6, Pp. 649–674.

7. CONSUMER BEHAVIOR, SEGMENTATION AND ADOPTION PROCESS.

Key Issues

* Issues in Understanding High-Tech Customers.
* Design Thinking Factors.
* Adoption and Diffusion of Innovations.
* Factors Affecting Adoption of Innovation. Relative Advantage. Compatibility. Complexity. Trialability. Ability to Communicate Product Benefits. Observability.
* Categories of Adopters. Innovators. Early Adopters. Early Majority. Late Majority. Laggards. Crossing the Chasm. Identify a Beachhead. Inside the Tornado.
* Innovation-Driven Segments. Market-Driven Segments.
* Customer Migration Decisions.
* Consumers’ Paradoxical Relationships with Technology And Unintended Consequences.

Readings

1. Jakki J. Mohr, Sanjit Sengupta, Stanley F. Slater (2009), Marketing of High-Technology Products and Innovations: Jakki Mohr. (Chapter7 Understanding High-Tech Customers).
2. Daniel Yankelovich and David Meer (2006) Rediscovering Market Segmentation, Harvard Business Review, February, pp.122-131
3. Segmenting When It Matters, Business Strategy Review Spring 2010, pp. 46-49.
4. Jill Avery and Thomas Steenburgh (2012), Target the Right Market. A software company debates its strategic focus, Harvard Business Review, October, pp.119-123.
5. Arun Lakshmanan & H. Shanker Krishnan (2011), The Aha! Experience: Insight andDiscontinuous Learning inProduct Usage, Journal of Marketing, Vol. 75 (November 2011), 105–123
6. Cameron Philip (2007), Innovation and new product development: Sky+, a mini case study, The Marketing Review, 2007, Vol. 7, No. 4, pp. 313-323.
7. Jacob Goldenberg, Sangman Han, Donald R. Lehmann, & Jae Weon Hong (2009), The Role of Hubs in the Adoption Process, Journal of Marketing, Vol. 73 (March), pp. 1–13.

8. MARKETING COMMUNICATIONS FOR INNOVATIONS.

Key Issues

* Integrated Marketing Communications. Media Advertising. Public Relations/Publicity. Direct Marketing. Trade Shows, Seminars, And Training. Catalogs, Literature, And Manuals. Telemarketing. Personal Selling.
* Internet Advertising And Promotion. Display Ads. Search Ads. Pricing Models For Online Advertising. Optimizing Site for Search Engine Rankings. Web 2.0 And Web 3.0 Technologies. Viral Marketing. Mobile Marketing. Marketing in Virtual Reality Environment.
* Website Development. Website Design. Building Site Traffic. Evaluating Website Effectiveness. Geo-Mapping.

Readings

1. Jakki J. Mohr, Sanjit Sengupta, Stanley F. Slater (2009), Marketing of High-Technology Products and Innovations: Jakki Mohr. (Chapter11 Marketing Communication Tools for High-Tech Markets).
2. Teixeira, Thales (2012), The New Science of Viral Ads, Harvard Business Review. Mar2012, Vol. 90 Issue 3, p25-27
3. Kuang, Cliff (2012), Good Design Is Good Business, Fast Company. Oct2012, Issue 169, p78-89. 10p.
4. Hof, Robert D. Facebook's New Ad Model: You, Forbes; 12/5/2011, Vol. 188 Issue 10, p106-110, 4p
5. Thurston, Baratunde; Bergl, Skylar; Feifer, Jason; Friedell, Dan; Guerra, Erasmo; Karpel, Ari; Kelman, Elizabeth; Lidsky, David; Mccue, Matt; Mullany, Anjali; Rhodes, Margaret; Schomer, Stephanie. The Social Media Road Map. (Cover Story). Fast Company. Sep2012, Issue 168, P68-89. 22p.

9. SALES, DISTRIBUTION CHANNELS AND SUPPLY CHAIN MANAGEMENT IN HIGH-TECH MARKETS.

Key Issues

* Issues in Distribution Channel Design And Management.
* Channel Structure. Direct Channels. Direct Sales. Sales Over The Company Website. Company-Owned Retail Outlets. Indirect Channels.
* How Big A Sales Force
* Types Of Intermediaries. Distributors. Resellers. Value-Added Resellers. Systems Integrators. Number Of Intermediaries To Use.
* Retail Distribution Into Brick And Mortar Stores, Partnerships With Marketing Companies That Have Established Marketing And Distribution Channels, E-Commerce Websites, Licensing To Another Company In Exchange For A Royalty On Sales.
* Evolution In Channels Structure Over The Technology Life Cycle. Channel Management. Governance Mechanisms. Legal Issues. Channel Performance.
* Managing Hybrid Channels: Effective Multi-Channel Marketing. Distribution For “Digital” Goods. Understanding Gray Markets. Supply Chain Management Technologies.

Readings

1. Jakki J. Mohr, Sanjit Sengupta, Stanley F. Slater (2009), Marketing of High-Technology Products and Innovations: Jakki Mohr. (Chapter9 Distribution Channels and Supply Chain Management in High-Tech Markets).
2. Leslie, Mark; Holloway, Charles A. The Sales Learning Curve. (cover story). Harvard Business Review. Jul/Aug2006, Vol. 84 Issue 7/8, p115-123. 9p.
3. Gilliland, Michael; Guseman, Sam. Forecasting New Products by Structured Analogy Journal of Business Forecasting. Winter2009, Vol. 28 Issue 4

10. MARKETING STRATEGY AND CORPORATE CULTURE IN HIGH-TECH FIRMS

Key Issues

* Frameworks to Set Marketing Priorities and to Allocate Resources. “Rule-Of-Thumb” Approaches. Matrix-Based Strategic Approaches. Statistical Analyses. Decision Modelling Approaches.
* Customer-Led and Market-Oriented Companies.
* Framework for Strategic Market Planning in Hi-Tech Firms.
* Competitive Advantage. Resources and Competencies. Core Competencies.
* Test of Competitive Advantage. Evaluating Competitive Advantage.
* Key Strategy Decisions. The “All Benefits” Value Proposition. The “Favorable Points of Difference” Value Proposition. The “Resonating Focus” Value Proposition.
* Strategy Types. Product Leader (Prospector). Fast Follower (Analyzer). Customer Intimate (Differentiated Defender). Operationally Excellent (Low-Cost Defender).
* Strategy Creation: Approaches and Structures.
* Emergent Versus Formal Planning.
* Marketing Performance Measurement.

Readings

1. Jakki J. Mohr, Sanjit Sengupta, Stanley F. Slater (2009), Marketing of High-Technology Products and Innovations: Jakki Mohr. (Chapter 2, Strategic Market Planning in High-Tech Firms)
2. Ranjay Gulati, Jason Garino (2000), “Get the Right Mix of Bricks and Clics,” Harvard Business Review, May-June
3. Martin S. Schilling (2009), Beyond Matrices and Black-Box Algorithms: Setting Marketing Priorities with Marketing Strategy Conferences, Journal of Marketing Management, Vol. 25, No. 5-6, pp. 571-590
4. Amazon, Apple, Facebook, and Google. Fast Company. Mar2012, Issue 163, p72-81. 6p
5. Safian, Robert (2012), Generation Flux. (Cover Story),Fast Company, Feb2012, Issue 162, p60-97, 13p

**Overview – assignments**

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| --- | --- |
| **No.** | **Assignments – Individuals (in LMS)** |
| 1. | Identifying type of innovation from marketing perspective.  |
| 2. | Morphological analysis (development of multi-dimensional matrix for new products)  |
| 3. | Sales-Marketing-R&D cooperation in NPD (test of hypotheses) |
| 4. | Analysis of strategic alliances in NPD |
| 5. | Marketing research for international startup |
| 6. | Competitive analysis of a new product |
|  |  |
| **No.** | **Assignments - Group** |
| 7. | Comparative analysis of national innovation systems (Singapore, Israel, Germany, Finland, China, Brazil, India) |
| 8. | Analysis of market and technology risks (case-study “Stem cells storage company”)  |
| 9. | "We want to go from idea to end-market in six weeks" (case-study Intuit ) |
| 10. | “Your Strategy Needs a Strategy” (Choose approach to marketing strategy development for high-tech companies) |
| 11. | Analysis of Tesla Motors marketing strategy |
| 12. | Analysis of adoption process |
| 13. | Analysis of applications for grants  |
| 14. | Hype Cycle as a tool to develop technology map |
| 15. | Launch strategy development (guest instructor) |
| 16. | New product sales forecasting |

Fomenkov Denis