



BBUS521

Play Book®

New Product Marketing

PlayBook:

In order to successfully complete this course and to obtain the greatest benefit from it you must understand what is required and expected of you. I shall provide some pointers here that will help us all in achieving our objectives spelled out in the syllabus.

This play book consists of information about the process and procedure relating to the following elements. Please use your support group to obtain any clarifications provided in class that you may have missed.

- **Harvard CASE FORMAT (Large Group):**
- **THE MARKETING GAME! Instructions (Small Group):**
- **Final Project Paper (Large Group)**
- **Assignments, Cases, Exercises & Memos (Individual)**
- **Teams/ Groups Formation:**

A. Harvard CASE FORMAT (Large Group):

All of the Class Time on Case Presentation Days will be spent mainly on **analyzing, discussing** and **presenting** case material. Every case day, there will be a number of groups responsible for the majority of the FORMAL case discussion. These groups include the two Case Analysis Teams (Internal Consultants and the Management Team), the Board of Directors and the Large Stakeholders.

1. The **CASE ANALYSIS TEAM 1** (*Internal Consultants*) will present. They have 15 minutes for their FORMAL presentation. This presentation will include at least some of the following:
 - a) A BRIEF summation of the current situation
 - b) Define the problem
 - c) Discuss the alternatives
 - d) Provide the logic and rationale of their analysis and reasoning
 - e) The recommended course of action.

PRESENTATION: During this, make sure to clearly list all of your **assumptions** and the **rationale** behind them. The clarity of your reasoning and logic as well as the quantitative and qualitative analyses that leads to the recommended strategy are crucial. Your presentation will be more effective if you explicitly integrate the theoretical concepts learned from other courses.

CASE TEAM 1 Documents: Please be sure to document all of your work including any calculations, assumptions etc. References must be provided.

- **Report:** A two page Summary (you can submit up to 4 additional pages of Appendices & Exhibits) of your major points and recommendations. The hard copy of the recommendation memo is due ***prior to the presentation***.
- **Electronic slides** with annotated notes & spreadsheets (PPT / XLS) to be placed in the Network folder or emailed to me if the network is down by the ***end of class period***.

2. Next the **CASE ANALYSIS TEAM 2** (*Management Team*) will be provided with an opportunity to present. You are the protagonists. Your presentation will be limited to 15 minutes. This presentation must be restricted to following up the earlier one and must address:
 - a) The problem definition as you see it
 - b) Your assumptions and logic
 - c) The differences in the analyses*
 - d) The decisions taken.

PRESENTATION: * = It is expected that this group will use this opportunity to emphasize the differences, if there are any, in their viewing of the problem, assumptions, analysis, logic, and decisions from that of the Oral Presentation team. (i.e., the ability to “think on your feet”)

CASE TEAM 2 REPORT: Please be sure to document all of your work including any calculations, assumptions etc. References must be provided.

- **Report:** A two page Summary (you can submit up to 4 additional pages of Appendices & Exhibits) of your major points and recommendations. The hard copy of the recommendation memo is due ***prior to the presentation***.
- **Electronic slides** with annotated notes & spreadsheets (PPT / XLS) to be placed in the Network folder or emailed to me if the network is down by the ***end of class period***.

3. **OPEN DISCUSSION:** At this point, the discussion will be thrown open to the class. The individuals from the second industry are responsible for the open discussion. Those individuals not responsible for "FORMAL" presentation are assigned the role of STAKEHOLDERS of the company. It is YOUR job to make sure that the Consultants, the MANAGEMENT TEAMS and the BOARD are managing your firm well, investing your money wisely, and in general making you happy!
- All members of the class are expected to participate. BE PREPARED!!
 - In addition to volunteering, you can expect to be "**cold called**". You may also be asked to engage in role playing activities at the discretion of the board.
 - This discussion will be more effective, if **you** have **prepared alternative** options and actions than those presented.
 - Challenges to assumptions and logic are acceptable, if you can justify the reason for your challenge. I.e., it is not merely enough to say "I don't agree.."; "Why this..."; etc. You must show what the alternative view points are and why they might be better.
 - There will be groups (i.e., from the second Industry) who will be assigned the role of **Evaluation LARGE STAKEHOLDERS** in the firm. The members of the remaining group will be assigned the role of **INDIVIDUAL STAKEHOLDERS** in the firm.

This OPEN (**CLASS**) DISCUSSION will last 10-20 minutes. Your Class participation points come from these discussions. You are encouraged and expected to participate on EVERY Case DAY! **Quality and quantity both count!**

- ♣ **<P-LS> team:** The individuals/groups not allocated a role are eligible to request that they be called upon in their capacity as the PRESENTATION-LARGE STAKEHOLDERS and asked to be invited by the BOARD to make a presentation at this time (2 to 3 minutes – with a 5 minute max). Remember, you can be as creative as possible in construing and defining your role as the Stakeholder as it fits that particular case!! For instance, you can consider yourselves to be representing Banks and/or other Lending institutions; or, a Union representing some or all of the employees; or, members of an environmental group; members of Congress or other Governmental agencies. The **LS** teams must use their time to address the shortcomings of the proposed plans, suggest alternatives and in general provide other critical and constructive remarks. These presentations may be cut off by the BOARD at any time if it is deemed to be irrelevant.
- ♣ **[E-LS] team:** The EVALUATION-LARGE STAKEHOLDERS team will be responsible for **grading** the work of the other teams. Also, you may be invited to formally speak at the discretion of the Board.

REPORT: A maximum of five typed pages evaluating (a) the **presenting groups** on their work ranging from their problem definition and analyses to the style and quality of their presentation as well as the written memo; (b) the BOARD on its ability, and the other <P-LS> team on the quality of their criticisms and suggestions, etc. This **FEEDBACK** should be candid and thorough. **Your group** [E-LS] will be evaluated on the quality of your **Evaluation**, Feedback and its Usefulness to me and the other groups. The EVALUATION-LARGE STAKEHOLDER [E-LS] teams will turn in their *signed hardcopy* of their **REPORT** to me by the **end of the week!** Plus, one hard copy of the report must be provided to each group that you evaluated.

4. **BOARD OF DIRECTORS.** They will be largely responsible for the **success** of the day's discussion. They will moderate the discussion (with the assistance of the instructor), keep time, play host, and make sure that things proceed smoothly!! They may also choose to develop role playing activities to help clarify the analysis. *Please feel free to consult with me a couple of days prior to the case day for possible suggestions.*

In addition, the Board will make the formal and critical final presentation that summarizes the proceedings and provides a rational basis for a decision. They have **a total of 12** minutes. In this time they are expected to do the following:

- a) Provide a brief but Excellent Summary of the day's proceedings.
- b) Their assumptions and logic
- c) The differences in the analyses
- d) Choose and JUSTIFY a course of action.

This presentation and wrap-up by the BOARD should take into account ALL of the information and discussions of the day, including the points brought up by the members of the class during the General Discussion period.

Board **REPORTs due:** A **two page Summary** (you can submit up to 4 additional pages of Appendices & Exhibits) in hard copy format of your major points and recommendations; with the **electronic PPT slides** with annotated notes (placed in the folder) are due by the **end of the week**. This will recap for me your recommendations.

NOTE: The Board should check with me prior to the start of class to determine how much time I may need for announcements and other wrap-up activities.

Electronic File Submissions Guidelines:

1. Please place files in the appropriate NETWORK sub-folder. To be specified based on UWB IT's updated architecture.
2. File Nomenclature (For your Digital Careers):
 - Please think about the RECEIVER when you email documents of any sort.
 - EX: **Cumberland.ppt** will require the Client to open the presentation and rename it with your group number or some unique identifier. This unique naming is easier for you to do prior to submission to avoid any mix-ups. But renaming is much harder for the receiver (and less incentive for them). So be courteous here and throughout your (digital) career for proper credit.
 - Always include in the document--Topic, Your (group) name; role; and version.
 - Examples: will take you a bit more time but will avoid confusion and help the receiver:
 - Cumberland_Board-X1.ppt
 - ODI-IntConslt-X2.doc
 - Nestle-Mngt-Y3.xls

B. THE MARKETING GAME! Instructions (Small Group):

You must be part of a TMG! group by the end of the second class. On that day, the instructor will make group and industry assignments.

1. Each TEAM will be assigned to an **industry** (e.g., A, B, C) and to one of four **firms** (e.g., B2, A4,) Your firm's tasks will be to:
 - (a) Set Marketing Objectives to achieve the Financial objectives specified by the President
 - (b) Develop a Mission/Vision Statement for your firm
 - (c) Come up with a plan for Team Member Responsibilities
 - (d) Develop **Strategies**.
 - (e) Implement strategies with appropriate **Tactical Decisions**.

2. You must enter your firm's decisions on a **Team Decision Diskette**. You must submit electronically your decision file by placing it in the appropriate Network folder with the correct name (e.g., Plan**B3**.tmg) by the **specified time**.

Send by email as an attachment (only if access to network is denied). In that case, please indicate in the subject heading of the email your TMG group and the decision period.

3. The **Results** of your decisions will be returned to you by the following class period. You **will need to work** on your decisions at other than class times. **NO EXCEPTIONS to this rule**. If you default, turn in a **BAD decision file**, etc., *RANDOM NUMBERS* or previous period's decisions will be used as your input!!

4. *There will be Two ROUNDS of this Game*. The *Trial round* may last for at most 3 time periods. At the end of this round, you should step back and take a look at your performance. After reflection, we get to play the TMG! game for real (having hopefully learnt from our mistakes).

5. The number of periods that we will play the *Real Round* will depend on the amount of time we have left in the quarter (no more than 6 or 7 time periods).

6. The game can be played at 3 LEVELS. We will always play at **LEVEL 3**.

7. At LEVEL 3, you have the OPTION of when to introduce a SECOND PRODUCT! All firms **must introduce the second product**. However, you have the discretion of deciding *WHEN TO INTRODUCE* (“*timing*”) the new product category!
 - The **ONLY condition** is that by the **Fourth time period** your entry in the **Second product category must be in the market**.

TMG! EVALUATION (Criteria):

As in the case of a firm in the "real world", you will be evaluated on a number of different criteria.

1. The **Profit** over all of the time periods that your firm makes.
2. The **TREND** of these profits. That is, “*Will I want to Invest in your company toward the end of the game?*”
3. The **Quality** of your decisions. A subjective assessment of the management’s motivation, thinking and effort.
4. A **Mission/Vision** statement. This is for public dissemination.
5. A **Strategy document**. You can use my [Strategic planning form](http://faculty.washington.edu/~sundar/NPM/TMG/TMG-%20Strategic-Plan_Form.pdf) as a template. This is a confidential document for the President’s eyes only. Or click on this link:
http://faculty.washington.edu/~sundar/NPM/TMG/TMG-%20Strategic-Plan_Form.pdf
 - A Periodic-**LOG** detailing your strategies and the tactics employed to achieve them would be a good thing to have. *A good log should include analyses of all that will go into your Final Presentation.*
 - You are required to develop and keep an up to date **Computer Spreadsheet (EXCEL)**. *This should include all of the decision and outcome values, break-evens, graphs, tables, etc. of all of the relevant analyses. This will HELP you enormously in making better quality decisions, and in writing your final report.*
6. A **Quiz** on the various aspects of this case. This is typically for INDIVIDUAL grades!
7. You will be required to make a **Final Presentation** on the strategies and tactics adopted by your firm and their corresponding impact on your firm's performance. This will be on the class day scheduled for this.

NOTE: A **Final (Corporate Annual) Report** may be required if the quality of the teams’ decisions are not upto

par. This report should include the following:

- (i) A profile of the buyer preferences and trends
- (ii) An analysis of industry trends
- (iii) A description of your competitor's strengths and weaknesses
- (iv) A frank assessment of YOUR firm's strengths and weaknesses
- (v) The logic behind your firms actions to date.

The text of this report, excluding tables and appendices, should not exceed 5 double-spaced typed pages.

C. Final Project Paper (Large Group)

The final project paper is a market analysis and strategy for either a hypothetical new product concept or an actual company's brand or idea for your firm from the New Ventures Creation Class..

- Please e-mail me the focal brand or concept chosen by your group in **Week 6**.

The brand / idea should present challenging strategic and competitive issues. A concept or company should be selected for which information is:

- (a) Possible for your group to personally collect through market surveys;
- (b) and obtain from trade magazines and business publications such as *BusinessWeek*, *FT* and *Fortune*.

The paper will focus on the concept or brand strategy *in the future*. For example, what should be MyFirm's strategy be with respect to our new product concept? Should I go ahead with the new product introduction? And, if so how? I am not interested in a postmortem analysis of what they did.

I expect to see application of multiple Theoretical Frameworks and Analytical Models that you will have read for this or prior classes, such as: Judo Strategy, TALC, Hypercompetition, Bass Model, Benefit Segmentation, Conjoint Analysis, Life-Time Value of the Customer, Value Map, etc. Using **multiple** techniques and theoretical frameworks will be more valuable in demonstrating your ability to apply and cementing the various concepts that you have learnt as well as in triangulating on to a more effective marketing strategy.

The *text* of the paper should not exceed a maximum of 5 pages in length double-spaced (each additional page will have a 2-point penalty on a maximum of 25 points for the final paper). In addition you can have a "reasonable" number of charts, tables and figures. The entire paper, cover to cover should not exceed 15 pages.

A typical structure for the paper is as follows:

- i) The Managerial Problem (2 to 3 lines)
- ii) Current situation (1/2 page)
- iii) Data collection and Market Analysis using some of the techniques studied (1 to 2 pages)
- iv) Theoretical Frameworks driving the recommendation using some of the techniques studied (1 to 2 pages)
- v) Recommended strategy (specify using the SORCS or PIC frameworks) (1 page)

Note: Your role, in this class, is that of a **consultant** turning in a document to the client (i.e., the instructor). Consequently, all reports, presentations, assignments, etc. that are submitted to the instructor must of be of the highest professional quality and "client/reader friendly".

- vi) Handwritten work and diagrams are not acceptable.
- vii) Text, Graphs, etc. must be laser printed and prepared using standard word-processing packages and spreadsheets.
- viii) Submit electronically all raw data collected and text (in the Hermes folder).

D. Assignments, Cases, Exercises & Memos (Individual)

1. You are expected to read up on current happenings in the arena of Marketing and attempt to relate this to the topics being discussed.
 - You should make it a practice to start reading and subscribing to professional journals, papers, and magazines, such as the Business Section of the *NYT*, *WSJ*, *Business Week*, and *Financial Times*. Each individual (or group, depending on class size) should plan to discuss one such marketing related article during the quarter.
2. You will also be asked to participate in various marketing exercises and cases individually and in groups. These individual case write-ups and/or exercises will be assigned as the relevant materials and topics are covered and as deemed necessary by the instructor. These are intended to illustrate various marketing concepts and tools (such as from Marketing Engineering tool kit) and should help bring to life some of the more theoretical concepts that will be studying. You are expected to be a full fledged participant and submit the assigned work by the announced due dates. No LATE submissions.
3. Each individual is required to submit one **Learning Achievement Memo**. These candid self-evaluations will be limited to a maximum of 3 pages each. (Additional information on this important exercise will be provided at an appropriate time). It will be due about the Final Class Session as specified in the syllabus.

BBUS 521 Teams/ Groups Formation:

Team work is integral to this course. You will work in a large group (LG) for the Cases; and a smaller group (SG) for the Exercises, Paper and Computer Simulations. It helps in the development of specific skills that are crucial determinants of success in organizations. Group work is particularly good at developing the ability to work in teams, identification and achievement of common objectives and accommodating many points of view. Used well, your team can be an incredible resource.

1. Team sizes:

a. **TMG! Simulation** Team size: The Marketing Game! (TMG!) imposes significant constraints on the number of groups and group size -- *The number of groups for the simulation will be in multiples of 4.* There will be 12 groups in all. Group size is determined by number of groups and the class size.

Ex. if the class size is 36, 12 groups of 3 student members each are ideal.

b. **Harvard Case** Team size: Group size is determined by number of cases and the class size. We will employ 6 case groups.

Ex., if the class size is 36, there will be six case groups of 6 members each.

EFFICIENT Arrangement: We will breakup the class into 6 large Case groups (each comprising approx. 6-7 members). Each case group can then be sub-divided into two smaller Simulation Teams (of 3 members each, say) resulting in the 12 Simulation Groups. This should result in maximum efficiency in coordination.

2. Team composition: Groups with *more diversity* are generally better than those with less.

Group changes are not allowed after the first decision.

3. Team formation: Please form your groups and submit the names of the TMG-group members by the deadline in the schedule. Indicate telephone numbers, email addresses and the "lead" member (based on proximity to campus and availability) in an initial email (& a hard copy) to the instructor after the groups have been formed.

4. Team peer-evaluation: Some form of such an evaluation will be required. See below for a potential sample. Given the innovative nature of this class, the format selected may be different.

Sample: Each group member must submit a peer-evaluation form. Each member is required to submit an "effort" rating (0%-100%) for all the members in his/her group. A weighted average rating across all members will be taken as the final "effort" rating for a group member. A 90% rating implies that the group member will get 90% of the group grade. If no "effort" rating is turned in, a default rating of 100% will be employed.