

Note: This is the text-only version of this week's lecture.

All media (i.e. videos, flash presentations, and PowerPoints) and learning activities (i.e. assigned readings, assignments, and discussions) are accessible only through the online course.

Overview

Log in to the course to view video and alternative version.

Click the hyperlink below for a transcript of the video.

[Video Transcript](#)

Course Description

Course Code: ENTR 6200

Course Name: Innovation and Enterprise Growth

One of the challenges facing any enterprise is the ability to sustain profitable, long-term growth. This course will explore the challenges and solutions to enterprise growth with particular attention being paid to innovation as a principal driver of that growth. Through readings, cases, class discussions, and applied group projects, we will examine how firms can leverage innovation to sustain growth, meet customer needs, and outperform competitors. This course is not intended to be theoretical. Rather it is designed to be practical, hands-on, and applied. In fact, working in teams, you will be given the opportunity to work for a real enterprise to develop an enterprise growth plan that leverages a variety of types of innovation.

Course Learning Objectives

1. To provide you the opportunity to understand the constructs of innovation and enterprise growth and the relationship between both and to demonstrate your understanding of the relationship.
2. To provide you the opportunity to grasp the importance of sustainable enterprise growth and to identify the opportunities and challenges facing enterprises attempting to sustain their growth through innovation.
3. To provide you the opportunity to learn how to effectively analyze industry, competitive and customer information to determine innovative growth paths for the enterprise.
4. To provide you the opportunity to identify and select optimal growth strategies for enterprises in situations where there are resource constraints.
5. To provide you the opportunity to understand the elements of an enterprise growth plan and to construct an integrative growth plan that leverages various forms of innovation.
6. To provide you the opportunity to improve your analytic, written and oral communications skills when making the business case for the investment in the enterprise growth plan.
7. To provide you the opportunity to work in a cross-functional team situation and to manage a semester-long experiential project that focuses on innovation and enterprise growth.

Course Materials

Required Texts

- *The Fast Path to Corporate Growth*, Marc Meyer, Oxford University Press, 2007. ISBN-10: 0195180860 ISBN-13: 978-0195180862
- *Innovation: The Workbook*, Marc Meyer and Frederick G. Crane, The Institute for Enterprise Growth, 2016. ISBN:978-1-329-74910-8.
- Other readings as assigned within the course.

Course Policies

Academic Integrity

Northeastern University (NEU) is committed to the principles of intellectual honesty and integrity. Honesty and integrity are also key elements of good marketing, and are specifically detailed in the American Marketing Association's code of ethics. All members of NEU are expected to maintain complete honesty in all academic work, presenting only that which is their own work in tests and assignments. All students are expected to abide by NEU's policies and code of student conduct. If you have any questions regarding the proper attribution of the work of others, contact your facilitator prior to submitting the work for evaluation.

To view NEU's student code of conduct and academic policies, visit the following Web site:

[Office of Student Conduct and Conflict Resolution](#)

Rules for Participation in the Discussion Forums

1. You are expected to have read and dissected the case information prior to joining the discussion forums.
2. You will be graded on your skills in critical analytical thinking, sound decision-making, and effective communication as demonstrated through your comments.
3. Note that the direction and quality of the discussion is the collective responsibility of the group, not the sole responsibility of the discussion facilitator.

Sessions and Days of the Week

The course is divided into five weekly sessions. Due dates for assignments and discussions are stated in day numbers. Day 1 is Monday, the first day of the beginning of each weekly session.

Day 1	Monday
Day 2	Tuesday
Day 3	Wednesday
Day 4	Thursday
Day 5	Friday
Day 6	Saturday
Day 7	Sunday

"End of Day"

Assignments, papers, quizzes, exams, and other graded assessments are now understood to be due at the end of the day specified, unless otherwise noted. To accommodate students in different U.S. time zones, "end of day" specifically refers to 3:00 a.m. E.T. of the following morning. For example, a due date of "Week 1, Day 7" refers to a deadline of Week 2, Day 1 at 3:00 a.m. E.T. (midnight on the West Coast). However, if a time deadline is specified, it supersedes this understanding.

Course Outline

Week 1: Understanding Creativity and Innovation

Learning Activity	Description	Due Date	Points/Weight
Introductions Forum	Post your bio to the discussion forum.	Complete by end of Day 1	~
Reading 1	<p>Read:</p> <ul style="list-style-type: none"> Crane, F.G., Meyer, M.H. (2012). Key Caveats and Emerging Creative Solutions to Achieve Successful Corporate Innovation. <i>Current Opinion in Creativity, Innovation and Entrepreneurship</i>, 1 (2). Read Chapter 1 of the Meyer/Crane text. 	Complete by end of Day 1	~
Lesson 1	Creativity and Innovation	Complete by end of Day 1	~
Lesson 2	Introduction to Innovation	Complete by end of Day 1	~
Assignment 1	Determine your Innovation Quotient.	Complete by end of Day 2	3
Assignment 2	Determine your enterprise's Innovation Quotient.	Complete by end of Day 2	4
Discussion 1	"Creative Compared to Innovative"	Post by end of Day 3, Respond by end of Day 5	5

Week 2: The 5C Framework for Innovation, Business Model Innovation and Innovation Metrics

Learning Activity	Description	Due Date	Points/Weight
Introductions Forum	Post your bio to the discussion forum.	Complete by end of Day 1	~
Reading 1	<p>Read:</p> <ul style="list-style-type: none"> Crane, F.G., Meyer, M.H. (2012). Key Caveats and Emerging Creative Solutions to Achieve Successful Corporate Innovation. <i>Current Opinion in Creativity, Innovation and Entrepreneurship</i>, 1 (2). Read Chapter 1 of the Meyer/Crane text. 	Complete by end of Day 1	~
Lesson 1	Creativity and Innovation	Complete by end of Day 1	~
Lesson 2	Introduction to Innovation	Complete by end of Day 1	~
Assignment 1	Determine your Innovation Quotient.	Complete by end of Day 2	3
Assignment 2	Determine your enterprise's Innovation Quotient.	Complete by end of Day 2	4
Discussion 1	"Creative Compared to Innovative"	Post by end of Day 3, Respond by end of Day 5	5

Week 3: Understanding Customers and Competition

Learning Activity	Description	Due Date	Points/Weight
Reading 1	Read Chapters 2 and 3 of the Meyer/Crane text and Chapter 3 of the Meyer text.	Complete by end of Day 1	~
Lesson 1	Understanding Competition	Complete by end of Day 1	~
Lesson 2	Focusing on the target customer	Complete by end of Day 1	~
Assignment 1	Create a simple user/uses segmentation grid of your customers. The key is to think about adding new users, new uses, and especially both new users and new uses.	Complete by end of Day 7	10
Discussion 1	"5C Framework"	Post by end of Day 6, Respond by end of Day 7	5

Week 4: User Research and User-Centered Design, Branding Innovation/Renovation and Channel Innovation

Learning Activity	Description	Due Date	Points/Weight
Reading 1	<ul style="list-style-type: none"> • Read the PDFs of Chapters 8 and 10 of the Crane textbook and Chapters 4,5, and 7 in the Meyer text. • Read Chapters 4,5 and 6 in the Meyer/Crane text. • Article on the Innovation in Services <ul style="list-style-type: none"> • Brand Innovation Slides 	Complete by end of Day 2	~

	<ul style="list-style-type: none"> Channel Innovation Slides 		
Lesson 1	User Research	Complete by end of Day 3	~
Lesson 2	User Research and Concept Development	Complete by end of Day 4	~
Lesson 3	Innovation in Services	Complete by end of Day 4	~
Case Study	Examine the 3M's Greptile Grip Technology case and answer the questions provided.	Complete by end of Day 7	10
Discussion 1	"Customer Immersion"	Post by end of Day 3, Respond by end of Day 5	5

Week 5: Creating the Business Case and Organizing for Growth

Learning Activity	Description	Due Date	Points/Weight
Reading 1	Read Chapters 11 and 13 of the Meyer text.	Complete by end of Day 2	~
Lesson 1	Organizing for Growth	Complete by end of Day 3	~
Lesson 2	Financial Templates	Complete by end of Day 4	~
Discussion 1	"Impediments to Innovation"	Post by end of Day 3, Respond by end of Day 5	5
Final Project Submission	Submit your enterprise growth plan project.	Complete by end of Day 7	35

Note: All assignments are to be submitted through the **Assignments** area of the course. Similarly, all discussions can be accessed in the **Discussions** area.

Grading Criteria

Grading Scheme

Your final grade for this course will be determined by your performance on the following assignments:

Assignment	Weight (% of Final Grade)
Week 1 Assignment 1	3%
Week 1 Assignment 2	4%
Week 1 Discussion 1	5%
Week 2 Final Project: First Submission	3%
Week 2 Discussion 1	5%
Week 2 Case Study	10%
Week 3 Assignment 1	10%
Week 3 Discussion 1	5%
Week 4 Case Study	10%
Week 4 Discussion 1	5%
Week 5 Discussion 1	5%
Week 5 Final Project Submission	35%

Grading Scale

Grade	Percentage
A	93-100
A-	90-92.9
B+	87-89.9
B	83-86.9
B-	80-82.9
C+	77-79.9
C	73-76.9
C-	70-72.9
F	69.9 or Below

Grading Scale Note: This grading scale is for guidance, however final grades are determined by the lead instructor.

Enterprise Growth Plan Project Overview

Log in to the course to view video and alternative version.

Click the hyperlink below for a transcript of the video.

[Video Transcript](#)

This is a course-length project and a cornerstone component of the course. You will be required to select a firm (preferably your own), conduct company, industry, competitive and customer analysis, and then determine the appropriate growth path for the selected firm.

The focus will be leveraging innovation as a key driver to achieve enterprise growth. Such innovation can be realized through new product line extensions, new services, new processes, business model innovation, or new market applications (to leverage the company's technology), new product uses, or new businesses based on breakthrough technologies. Also, be clear to pursue multiple options — do not be single-minded. Moreover, consider both top-line innovations (ways to increase revenue) and bottom-line innovations (ways to improve efficiencies and profitability).

The deliverable will be a 10– to 15–page submission. You will be expected to address each of the following:

- Company analysis
- Industry analysis
- Competitive analysis
- Customer analysis
- Growth strategy options (all options under consideration)
- Selected/optimal growth path(s) with validation/support (at least 3-6 paths)
- Financial, organizational, production, operational requirements for the proposed growth plan (make the business case for the investment)

More specifics about the project will be discussed online and thoughtful guidance will be provided on a continual basis throughout the course. It is recommended that you submit drafts of your document as you progress throughout the course in order to receive feedback.

Technical Support (1 of 2)

Assistance to resolve technical problems is available 24 hours a day, every day of the year. This service is provided by the Help Desk, and is restricted primarily to problems associated with the functionality of Blackboard. Contact the Help Desk staff for assistance to resolve problems you believe are not associated with the computer hardware and software you have purchased from a vendor. Examples of problems that fall within this category are:

- Unable to log in.
- Unable to access course materials.
- Broken links.
- Missing assignment drop box.
- Unable to view multimedia files.
- Unable to view responses to comments you have posted in the Discussion area.

If you are not sure whether the problem is due to your computer system, contact the Help Desk for guidance; otherwise, contact the vendor.

The contact information for the Help Desk is:

Toll free:	1-866-291-8058
Online Help	Help Desk

Technical Support (2 of 2)

Software

On occasion you will be required to use Word processing, spreadsheet, and presentation software, such as Word, Excel, and PowerPoint found in Microsoft Office. You will also need to be comfortable with various aspects of using the Internet such as:

- Search engines
- Newsgroups
- E-mail
- Pod casts
- Blogs
- Ability to download files

Web Resources

To view certain media elements in this course, you will need to have several browser plug-ins such as Flash, JAVA, and Adobe Acrobat installed on your computer. Use the links in the course to download and install the appropriate software application.

With regards to plug-ins, please ensure that you are using the most recent version of each required plug-in.

Click the hyperlink below for a description of the technology requirements as well as direct links to update plugins.

[Technology Requirements](#)

End of Course Overview