



Marketing, Management, and Innovation

Creating Market Offerings

Winter Semester

Institute:	Institute for Innovation Management
Lecturer:	Prof. Dr. Jelena Spanjol
Assistant:	tba
Weekly hours:	4 hours (2 hours lecture and 2 hours tutorials)
Credits	6 ECTS
Examination:	120 min. written exam (open questions)
Prerequisites:	-
Course Material:	Slides and mandatory readings online

Course Description & Main Objectives

This course is directed at bachelor students. In this course, we will examine different approaches to and models of the front end of innovation (FEI). Our focus will be on techniques and tools for managing the complexities and uncertainties within that initial phase of innovation, examining in particular the research-ideation-prototyping sequence of activities. You will learn about perspectives and techniques drawn from psychology, design, and engineering in the lectures and apply them through brief (mostly in-class) exercises during the tutorials. By the end of the course, you should be familiar with the management challenges the front end of innovation poses, and corresponding potential solutions.

Lectures Overview / Course Outline

We are following a block format for this course. The tutorials are based on the preceding lectures.

Course outline:

- Mapping the FEI
- FEI process I (research)
- FEI process II (ideation)
- FEI process III (prototyping)
- FEI ownership I
- FEI ownership II
- Lecture: FEI people I
- FEI people II
- FEI metrics
- Guest Lecture on a topic relevant to the course

Literature

Baer, M., & Brown, G. (2012). Blind in one eye: How psychological ownership of ideas affects the types of suggestions people adopt. *Organizational Behavior and Human Decision Processes*, 118(1), 60–71. <https://doi.org/10/rt3>

Christensen, C. M., Hall, T., Dillon, K., & Duncan, D. S. (2016). Know your customers' "jobs to be done". *Harvard Business Review*, 94(9), 54-62.

Dahl, D. W.; Moreau, P. (2002): The influence and value of analogical thinking during new product ideation. *Journal of Marketing Research*, 39(1), 47-60.

Griffin, A.; Hauser, J. R. (1993). The voice of the customer. *Marketing Science*, 12(1), 1-27.

Kuczmarski, T. D. (2001). Five fatal flaws of innovation metrics. *Marketing Management*, 10(1), 34-39.



Khurana, A., & Rosenthal, S. R. (1998). Towards holistic “front ends” in new product development. *Journal of Product Innovation Management*, 15(1), 57-74.

Markham, S. K. (2013): The Impact of Front-End Innovation Activities on Product Performance. *Journal of Product Innovation Management*, 30(S1), 77-92.

Robeson, D.; O’Connor, G. (2007): The governance of innovation centers in large established companies. In: *Journal of Engineering and Technology Management*, 24(1-2), 121–147.

Slotegraaf, R. J., & Atuahene-Gima, K. (2011). Product development team stability and new product advantage: The role of decision-making processes. *Journal of Marketing*, 75(1), 96–108.

Spanjol, J., & Welzenbach, L. (2023). Managing the Front End of Innovation (FEI): Going beyond process. In L. Bstieler and C. Noble, *The PDMA Handbook of New Product Development*, 4th Edition. Wiley.

Ulrich, K. T., & Eppinger, D. T. (2016). *Product Design and Development*. 6th Edition. McGraw-Hill Education.

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Additional reading material (e.g. academic papers) will be announced during the course.