Strategic Marketing of Innovation and Technology Business

**Background**

The high technology (hi-tech) world is characterized by a chaotic environment in which the products, players and users are constantly changing. Profitable and well-differentiated products segments could suddenly face commoditization pressures at the entry segment, or even disruptive technologies at the high end eating into their business. Technology innovation could lead to blurring of boundaries between different product segments. Newer distribution or ownership models could lead to need for re-education of consumers and integration of services. Even the role of different players in distribution chain could evolve as each tries to move up in value with increasing deliverables.

This constant churn and ever-changing industry dynamics has fundamental implications for marketing. Today’s technology marketers face challenges across the marketing mix, starting with the need to provide clear differentiation, positioning, better integration across offerings and newer and more effective ways of providing value to the customer.

Despite such complexities, the hi-tech world continues to provide exciting and newer business opportunities. Whereas in traditional and mature markets a new entrant or small player is unlikely to compete effectively with established leaders, the hi-tech world offers tremendous prospects for innovation and entrepreneurship, both for established companies as well as new players.

Such opportunities are pursued by multiple aspirants with exciting new technologies, and the winner is usually the one with the strongest market model. Success amidst this dynamic and turbulent environment calls for diverse skills, an understanding of a wide range of capabilities and an approach beyond the traditional gamut of marketing management.

Given the dynamic environments and fast paced nature of hi-tech industries, they provide great context for appreciating long-term business strategy in general and for managing and marketing innovation in particular.
“Strategic Marketing in the World of Hi-Tech & Innovation (HTIM)” is intended to address some of the earlier outlined challenges and consequent marketing dynamics.

This course will focus on the application of basic business framework in the hi-tech context while including those concepts unique to this world. It will build understanding on specifics of high technology business and its difference from regular businesses. It will subsequently introduce tools and techniques for more effectively developing strategic market models and marketing plans for hi-tech products and services. The focus will be in guiding business persons and marketers on how to adapt, modify and prioritize the basic tenets of marketing, while incorporating the unique and specific hi-tech aspects.

Given the context, the course will not focus on some adjacent topics. Specifically, it will not focus on (1) how to employ technology as a marketing tool (digital marketing), (2) identifying “hot technologies” of today or the future, (3) overall organizational technology strategy and (4) organizational culture and climate in technology companies. Nonetheless, some of these subjects will find mention or will appear in discussions, without being the key concern for the sessions.

The course will attempt to explore a range and diversity of industries and contexts within hi-tech, but based on the available and published pedagogy, a significant focus will emerge on information technology. However, given their specific characteristics these illustrations and lessons will be very relevant to all new age businesses and industries and those that are now emerging or just starting-up.

This course is intended for students preparing for a sustained career in the hi-tech industry or for those planning to join start-ups or to become entrepreneurs. Students seeking roles in sales, marketing and business or product development in hardware or software, newer & emerging technologies, around the internet as well as in companies providing B2B or B2C services & solutions will find the tenets of this course relevant for their career goals.
Course Text & Readings

The following book will serve as the primary text for the course:

*The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail* (2013)
*Authors: Clayton M. Christensen*
*ISBN: 0875845851 or 978-0875845852*

The course pack distributed along with contains a wide selection of readings which are being provided as a precursor to class discussions.

Recommended readings are outlined in the Session Plan, with supplementary bibliography appended as Annexure I. Readings should be completed prior to the respective sessions. Class material will supplement the texts and will be made available after sessions.

A selection of global media articles and thought-leader perspectives are curated by the instructor on Flipboard as follows.

*Understanding Innovation & Technology*  
by Prakash Bagri  
[http://flip.it/X0ufj](http://flip.it/X0ufj)

Students are welcome to subscribe, contribute and interact therein, if they wish to stay abreast of current developments and cross-link those with course learnings.

Course Objectives

This course will explore the following with reference to hi-tech and innovation businesses:

1. Defining characteristics and major forces of differentiation
2. Types of innovations and implications for business
3. Strategic market planning tools & techniques
4. Business model development
5. Adaptations to the marketing mix
Pedagogy & Evaluation

This course will use a mixture of different learning and teaching techniques including lectures, real-life examples, expert opinions, case discussions and articles from academic and business journals along with and project work.

The students will be graded as follows on each of the segments for the final evaluation:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>End-term Examination (Closed Book)</td>
<td>25%</td>
</tr>
<tr>
<td>Project Work</td>
<td>25%</td>
</tr>
<tr>
<td>Class Assignments (Case, Articles etc.)</td>
<td>30%</td>
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<tr>
<td>Mid-term Examination (Closed Book)</td>
<td>20%</td>
</tr>
</tbody>
</table>

The project work and selected case analyses will be done in groups (not exceeding 6 members). Groups need to be finalized prior to the first session. Student groups will hold for the duration of the course.

Students need to submit written analyses of select cases (marked as individual submission) as well as critique of identified journal articles (marked with *) as individual assignments. These are specifically marked in the session plan, and are intended to drive effective class discussions.

Project Work & Case Discussion

The project will provide an opportunity to study specific industry, product or service and develop an understanding of the forces of innovation and their impact on business models. The project work will not be prescriptive and is designed to replicate the ambiguity in real-life, and as such students will need to take a lot of initiative to advance their exploration and learning through this exercise. The instructor will be available for discussions on group progress throughout the duration of the course, which will need to be synchronized with session scheduled dates and over time-slots which will be intimated in advance.

The selected cases are intended to illustrate key concepts introduced in earlier session/s, and provide the foundation for deep-dive during subsequent classes. Students will need to analyze all the cases, either in individual or group capacity.

Guidelines pertaining to project approach, expected outcome, submissions, timelines & evaluation is appended as Annexure II. Guidelines for case submissions, presentations and study-questions are appended as Annexures IIIA & IIIB respectively and the latter is also scripted in the Session Plan.
## Session Plan (Indicative)

<table>
<thead>
<tr>
<th>Session</th>
<th>Coverage (Student Activity)</th>
<th>Compulsory Readings</th>
<th>Suggested Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hi-Tech Introduction</td>
<td><em>Case of the Profitless PC</em>&lt;br&gt;by Blackburn, Halprin &amp; Veloria (1998)</td>
<td>Case Analysis Questions <em>(Individual Submission)</em>&lt;br&gt;1. What as per your analysis should Praxim do? Why?&lt;br&gt;2. Which strategic model/s did you use to analyze the situation?&lt;br&gt;3. How has the PC industry evolved since 1998?</td>
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<td></td>
<td>• Why High Tech &amp; Innovation Marketing?&lt;br&gt;• Defining Characteristics&lt;br&gt;• Network Effects</td>
<td><strong>Case Analysis Questions (Individual Submission)</strong>&lt;br&gt;1. What as per your analysis should Praxim do? Why?&lt;br&gt;2. Which strategic model/s did you use to analyze the situation?&lt;br&gt;3. How has the PC industry evolved since 1998?</td>
<td><strong>Architectural Innovation:</strong> Reconfiguration of Existing Product Technologies &amp; Failure of Established Firms&lt;br&gt;by Henderson &amp; Clark</td>
</tr>
<tr>
<td>2</td>
<td>Understanding Innovation <em>(Individual Paper Critique)</em></td>
<td><strong>Clockspeed:</strong> Winning Industry Control in the Age of Temporary Advantage by Charles H. Fine&lt;br&gt;<strong>Value Migration:</strong> How to Think Several Moves Ahead of the Competition by Adrian J. Slywotzky</td>
<td><strong>Architectural Innovation:</strong> Reconfiguration of Existing Product Technologies &amp; Failure of Established Firms&lt;br&gt;by Henderson &amp; Clark</td>
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<td>• Nature of Innovation&lt;br&gt;• Contingency Model for Hi-Tech Marketing&lt;br&gt;• Value Migration</td>
<td><strong>Architectural Innovation:</strong> Reconfiguration of Existing Product Technologies &amp; Failure of Established Firms&lt;br&gt;by Henderson &amp; Clark</td>
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<tr>
<td>3</td>
<td>Technology Cycles</td>
<td><em>Christensen, Chs 1 &amp; 9&lt;br&gt;Managing Through Cycles of Technological Change</em>&lt;br&gt;by Anderson &amp; Tushman&lt;br&gt;Art of Standards Wars by Shapiro &amp; Varian&lt;br&gt;# Case of the Profitless PC <em>(Expert Commentary)</em>&lt;br&gt;by Dubinsky, Keeley, Ward, Quesnelle, Pifer &amp; Moore</td>
<td>Case Discussion Questions <em>(Group Submission)</em>&lt;br&gt;1. With which of the experts do you agree regarding his or her analysis of Praxim’s situation?&lt;br&gt;2. What learnings from the case are relevant for other technology industries? Which ones?</td>
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<td></td>
<td>• Competitive Volatility&lt;br&gt;• Technology S Curves &amp; Life Cycle&lt;br&gt;• Dominant Design &amp; Industry Standards</td>
<td><em>Christensen, Chs 1 &amp; 9&lt;br&gt;Managing Through Cycles of Technological Change</em>&lt;br&gt;by Anderson &amp; Tushman&lt;br&gt;Art of Standards Wars by Shapiro &amp; Varian&lt;br&gt;# Case of the Profitless PC <em>(Expert Commentary)</em>&lt;br&gt;by Dubinsky, Keeley, Ward, Quesnelle, Pifer &amp; Moore</td>
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<td>4</td>
<td>Strategic Market Planning - I</td>
<td><em>Christensen, Ch 2&lt;br&gt;How to Anticipate Value Migration</em>&lt;br&gt;by Slywotzky</td>
<td><em>Competitive Advantage in Technology Intensive Industries</em> by Frank Rothaermel (2008)</td>
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<td></td>
<td>• Competitive Advantage in Technology&lt;br&gt;• Strategic Planning Models Overview&lt;br&gt;• Value Networks</td>
<td><em>Christensen, Ch 2&lt;br&gt;How to Anticipate Value Migration</em>&lt;br&gt;by Slywotzky</td>
<td><em>Competitive Advantage in Technology Intensive Industries</em> by Frank Rothaermel (2008)</td>
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# Will be handed over in Class after Session 1 (Not to be included in Course Binder)<br>* Case Analysis Document *(Written Submission)*<br>**Paper/s for written critique (due end of session 4)*<br>*** Group submissions (document, 3 options as per details shared in class)<br>

Session plan above is indicative and subject to change. They will be continuously updated as the course progresses, including reshuffling if required.
<table>
<thead>
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<tr>
<td>5</td>
<td>***Case Discussion (Group Presentation)</td>
<td>Study Questions: 1. Examine the major shifts in Netflix’s strategy. Did Netflix do the same jobs for consumers as Blockbuster did? How did it evolve over time? 2. Compare Blockbuster’s &amp; Netflix’s value networks and business models. How might the differences affect the respective company’s strategies? 3. Of the options available in front of Hastings, which one would you recommend and why?</td>
<td>Netflix by Willy Shih, Stephen P. Kaufman, David Spinola HBR Case Study (2007)</td>
</tr>
<tr>
<td>6</td>
<td>Strategic Market Planning –II</td>
<td>Managing the Strategy Development Process by Christensen and Raynor</td>
<td>Innovator’s Solution: Creating and Sustaining Successful Growth by Clayton M. Christensen, Michael E. Raynor Strategic Dissonance by Burgelman &amp; Grove</td>
</tr>
<tr>
<td>7</td>
<td>Partnerships &amp; Alliances</td>
<td>When to Ally and When to Acquire by Dyer, Kale and Singh Sleeping with the Enemy: Doing Business with a Competitor by Carlin, Dowling, Roering, Wyman, Kalinoglou, &amp; Clyburn</td>
<td>The Death of Competition: Leadership and Strategy in the Age of Business Ecosystems by James F. Moore The Right Game: Use Game Theory to Shape Strategy by Brandenburger &amp; Nalebuff</td>
</tr>
<tr>
<td>8</td>
<td>Understanding Technology Customers – I</td>
<td></td>
<td>Crossing the Chasm: Marketing and Selling High-Technology Products to Mainstream Customers by Geoffrey A. Moore</td>
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*** Group Submissions (Powerpoint slides)
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<tr>
<td>9</td>
<td>***Case Discussion (Group Presentation) Documentum, Inc. by Rajiv Lal, Sean Lanagan HBS, 2002</td>
<td>Study Questions: 1. What did Documentum learn from its experience with the first two customers? 2. Should Documentum accept the Marsh &amp; McLennan deal? 3. What is the difference between a horizontal and vertical strategy? What are the key success factors in each of these? What does it take to implement the two strategies? 4. What’s your reaction to Moore’s method of selecting the target market?</td>
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<tr>
<td>10</td>
<td>Understanding Technology Customers - II  • Technology Adoption Life Cycle (contd/-)  • Rogers Five Factors (Product Differences)  • Bass Model of Diffusion  #Project Mid-Term Progress Report due in this session</td>
<td>* Case – Synthes by Gourville (2002) (Group Submission)  # Inside the Tornado: Marketing Strategies from Silicon Valley's Cutting Edge by Geoffrey A. Moore  Case Analysis Question Are &quot;bioreabsorbable implants&quot; worth the risk for Synthes? Take a stance and defend it.</td>
<td></td>
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<tr>
<td>11</td>
<td>Product Management - Role of Design  • Design Thinking  • Feature Fatigue  • Research Techniques</td>
<td>Defeating Feature Fatigue: When Product Capabilities become too much of a good thing by Thompson, Hamilton &amp; Rust</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Technology Asset Management  • Technology Mapping  • Modularity  • Platforms &amp; Derivatives</td>
<td>Managing in an Age of Modularity by Baldwin &amp; Clark  Every Product's a Platform by John Sviokla and Anthony J. Paoni  # Product Strategy for High Technology Companies by Michael E. Mcgrath</td>
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<tr>
<td>13</td>
<td>***Case Discussion (Group Presentation) AmTran Technology Limited, by Willy Shih, Jyun-Chen Wang &amp; Karen Robinson Harvard Business School, 2012</td>
<td>Study Questions: 1. How did AmTran acquire the capabilities it needed to be in the TV business? 2. What is your assessment of AmTran’s position in this network innovation model? Sony’s? 3. Does the acquisition of the JVC brand make sense in light of AmTran’s partnership with Vizio? Do you recommend going down this path, or focusing on scale? 4. What would you recommend to Sony management?</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Pricing in Hi-Tech  - Technology Pricing Paradox  - New Age Pricing Models  - Versioning and Migration Management</td>
<td>Versioning: The Smart Way to Sell Information by Shapiro &amp; Varian</td>
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<tr>
<td>15</td>
<td>Supply Chain &amp; Distribution Channels  - Harmonized, Integrated &amp; Multi-channels  - Mapping Supply Chain to Innovation  - New Perspectives</td>
<td>Aligning Supply Chain Strategies with Product Uncertainties by Lee</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>***Case Discussion (Group Presentation) NTT DoCoMo: Marketing i-mode, By Youngme Moon Harvard Business School, 2002</td>
<td>Study Questions: 1. What factors accounted for i-mode’s overwhelming success in Japan? 2. Describe the i-mode value proposition from the perspective of the various parties in its value network. 3. Describe i-mode’s customer base. How has it changed over time? 4. How did i-mode ensure business profitability? 5. What are the prospects for DoCoMo’s 3G(FOMA) service? How would you market it?</td>
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</table>

*** Group Submissions (PowerPoint slides)
<table>
<thead>
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</table>
| 17      | Branding & Marketing Communications in Hi-Tech  
- Integrated Marketing Communications  
- Strategic Brand Considerations  
- Ingredient Branding | What Hi-Tech Managers Need to Know about Brands by Ward, Light and Goldstine | |
| 18      | PROJECT PRESENTATIONS | | |
| 19      | Project Final Report to be submitted in this session | | |
| 20      | The Joy of Technology  
- Butting it all together  
- Course Synopsis  
- Cross-industry Learnings | Foundations for Growth: How to Identify and Build Disruptive New Businesses by Christensen, Johnson & Rigby  
Big-Bang Disruption by Downes & Nunes | |

Note:
- The icon 📚 refers to Book and leads to suggested books and/or specific sections in them (detailed in Annexure II).
- Compulsory readings are included in the Course Book.
- Suggested readings include specific articles (hyperlinked, as well as provided in Annexure VI) and will be constantly updated in the Flipboard magazine.
## Annexure I: Recommended Readings

<table>
<thead>
<tr>
<th>Title</th>
<th>Author(s)</th>
<th>Year</th>
<th>ISBN</th>
</tr>
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<tbody>
<tr>
<td>The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail</td>
<td>Clayton M. Christensen</td>
<td>2013</td>
<td>0875845851 or 978-0875845852</td>
</tr>
<tr>
<td>Marketing of High Technology Products and Innovations</td>
<td>Jakki J. Mohr, Sanjit Sengupta, Stanley F. Slater</td>
<td>2010</td>
<td>9788131761076</td>
</tr>
<tr>
<td>Clockspeed: Winning Industry Control in the Age of Temporary Advantage</td>
<td>Charles H. Fine</td>
<td>1999</td>
<td>0738201537 or 978-0738201535</td>
</tr>
<tr>
<td>Value Migration: How to Think Several Moves Ahead of the Competition</td>
<td>Adrian J. Slywotzky</td>
<td>1995</td>
<td>0875846327 or 978-0875846323</td>
</tr>
<tr>
<td>Innovator's Solution: Creating and Sustaining Successful Growth</td>
<td>Clayton M. Christensen, Michael E. Raynor</td>
<td>2013</td>
<td>1422196577 or 978-1422196571</td>
</tr>
<tr>
<td>Title</td>
<td>Author</td>
<td>ISBN</td>
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<tr>
<td><em>Crossing the Chasm: Marketing and Selling High-Technology Products to Mainstream Customers</em> (2014)</td>
<td>Geoffrey A. Moore</td>
<td>0066620023 or 978-0066620022</td>
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<tr>
<td><em>Inside the Tornado: Marketing Strategies from Silicon Valley's Cutting Edge</em> (2013)</td>
<td>Geoffrey A. Moore</td>
<td>0887308244 or 978-0887308246</td>
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</table>
Annexure II: Project Guidelines & Deliverables

The project will provide an opportunity for in-depth understanding of how innovation shapes business across industries. For the project the groups should focus on a particular product or service which disrupted the category or an adjacent category based on an innovation in terms of value creation, value capture or value delivery. This could be an Indian or a global product, but one which has been outside the gamut of regular discussions.

The group should map its adoption, identifying all or some of the following:

1. Technology evolution, including innovation and impact
2. Uniqueness of the business model
3. Key players (including across the ecosystem), their role and strategies
4. Transition across customer types
5. Product Life-cycle and development of whole product
6. Marketing Mix (Pricing, Distribution and Promotion) strategies across the stages

The report should clearly call out the theoretical model/s used in the analysis and perforce credit sources where relevant. This should form a maximum of 70% of the project effort and should be completed around the mid-term submission dates.

Post the above, the second phase of the project should focus on identifying possibilities and/or alternate options for the future within the category and/ or outside along with their recommendations. This should form a minimum of 30% of the effort.

The focus is not on primary research and instead insights based on available information as well as on quality analysis and nature of recommendations. The project will be graded on (a) Project Definition, (b) Depth of Effort, (c) Quality of Analysis, (d) Presentation and (e) Report-out.

The group deliverables will include an initial project outline, a mid-term progress update and the final report along with a short class presentation. Guidelines for each of the submissions are provided as follows, and the submission deadlines are mentioned in the session schedule.

It is important that the project topic is laid out specifically, and acts as a beacon through the duration of the exercise. Students are encouraged to select a topic which challenges them as well as expands on their learning process.
Project Outline:

• Maximum length of **one paragraph** (200 words, in text only).
• Identify the project topic, along with reason for selection and intended approach.
• You might be asked to schedule an off-line discussion with the instructor.

Groups are advised to choose a minimum of 2 back-up topics, in case their primary selection is not available or the instructor believes it will not be conducive for appropriate project work.

Midterm Progress Report:

• Should not exceed **two pages** in length.
• Exhibit how the project scope has been narrowed by providing a crisp project objective.
• Share the key areas/questions explored.
• Identify sources of information used, and current status of review.

Groups are advised to call out gaps, and share if any specific guidance or support is required. At this stage, it’s appropriate to share an indication of the final project outcome, where possible.

Project Presentation:

• Should not exceed **8 slides**, and **15 minutes** of presentation time. Additional time may be provided for Q&As. Groups are allowed to give a single page handout if they want.
• Strict time will be maintained and groups **docked 1 mark for every additional minute** taken.

The presentation should be able to highlight the issue, approach and leave one with key messages, which should have emerged from the project work. You should not try to cram all that you have done and learnt or summarized through this. A flow in the presentation is important, and it will emerge from brevity and focus.

Final Project Report:

• The project report should include a **1 page Executive Summary**. The project report main section should not exceed **10 pages**. This is excluding cover pages, executive summary, exhibits and annexures. Groups have flexibility in choosing to either include exhibits in the main section or together at the end.
• Any form of **plagiarism will be penalized**. Therefore, please ensure that you do not copy or paraphrase any material without mentioning the source. All sources must be referenced clearly in the main text and detailed in the annexure.
• **No external images of data or models should be used.** It is essential that the groups synthesize the information and then present it in their own form. However, visuals or videos where appropriate may be used. The report should be a synthesis of the body of work, and showcase the effort in full with appropriate depth. It should also be able to lead to the findings and conclusions in a lucid and detailed manner.
Annexure IIIA: Case Analysis Guidelines

The selected cases are intended to illustrate key concepts introduced in earlier session/s, as well as provide the foundation for deep-dive and elaboration during subsequent classes.

Students will need to analyze all the cases, and submit their analysis either in individual (case submission) or group capacity (case presentation). Guidelines for case submissions and presentations are provided below.

For each case discussion, the students will need to submit their analysis around the study questions provided in the Sessions Plan, which are again detailed below. Given the dynamic nature of hi-tech and innovation industries, groups are encouraged to consider external environment and current events for the analyses. Additional analysis at times is very important, and thus appreciated and welcome. The instructor might use the case environment to introduce new concepts and perspectives to further the learning process.

Words/ phrases highlighted in the study questions may need to be understood.

**Individual Case Submissions:**

- Students are required to submit analysis of all cases (in hard copy and email, both), prior to the class.
- Please call out and names/ roll numbers with each submission.
- The submissions should be word documents and should not exceed 3 pages each.
- The submissions should use the study questions as a guidance, but not be limited by them.
- Additional analysis of the case can be appended as annexure with the submission.

**Case Presentation:**

- All groups are required to plan for presenting their analysis, so as to facilitate class discussion. The presentation should revolve around key themes as identified from the study questions, while providing a comprehensive case analysis.
- Groups will need to prepare a short presentation in PowerPoint (<= 10 slides & 20 minutes only). The presenters should be limited to 2-4 members of the group only. No individual marks will be given and all group assignments will be marked for the entire group.
- The submissions/ presentations should be mailed to the TA by the end of the previous class day. Hard copies should be carried in class.

**Grading:** All submissions and presentations will be graded. There will be recognition for effective class participation.
The assignment/ study questions given in the session schedule should be treated just as a guide, and not a replacement for carrying out a comprehensive case analysis. As shared in class, an ideal case analysis should look at the following:

1. **Situation and relevant facts**
   - What are the objectives of the organization involved? Identify any restrictions
   - State at least 4 or 5 relevant or important facts
   - Briefly describe the current situation the firm is involved in

2. **Problem Definition**
   - Gap between the actual state of affairs and desired state of affairs
     “Gap Analysis”
   - Often described as a question

3. **Alternatives**
   - State 3 -5 alternative plans that will help the firm solve its problem
   - Short range and long range alternative courses of action.
     Financial considerations

4. **Solution**
   - Give your solution,
   - Factual and/or logical reasoning in support of your recommended solution
   - State why your solution is effective or efficient

5. **Implementing the Solution**
   - How do you plan to actually solve the problem? Give details in your explanation of your solution
   - Are the desired and actual solution now the same?
   - How will you evaluate progress over time towards reaching the desired solution?