

Technion

Course: Accelerating Customer Adoption of Innovation

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Sunday February 2, 2020 and Tuesday February 4, 2020 (14:00-20:30)

Course Description

Successful innovation has numerous challenges from finding the right idea to operationalizing the concept to bringing it to market. Perhaps the most challenging and indicative of success or failure is the rate of customer adaptation. Our understanding of how innovations are adopted by customers has a long history. The Everett Rogers wrote his seminal book *Diffusion of Innovations* in 1962 describing the S-shaped adoption curve. Since that time innovators have sought to compress the curve, accelerating the adoption process. This course explores how each of you can speed the use of your innovations. The course begins with the theory of customer adoption and then explores ways to accelerate the adoption. Through case examples and your own experiences we will create the recipe for rapid diffusion of your next innovation.

Special Course Features

- Use case studies and in-session simulations to ensure interactive learning environment.
- Cover a blend of Israel and worldwide examples so learning is applicable in different contexts.
- Provide concepts/frameworks to address customer adoption.
- Test out concepts/frameworks with case examples to reinforce the classroom learning.

Student Evaluation

- 1,200 word paper: Each student will write a paper illustrating the application of the course concepts in accelerating customer adoption. The paper should address aspects of the course that are relevant for the student's own innovation or one that are familiar with. It must crisply describe the adoption issue and provide a detailed approach for acceleration, leveraging course concepts/frameworks. The grade is a function of (1) effective use of course concepts; (2) creative/effective acceleration ideas; and (3) clear and compelling writing.

- Class participation: The course is designed for active engagement by all students. The grade is determined by the frequency and quality of student's insights.

Course Content

Sunday February 2, 2020 (14:00 – 20:30)

Session 1: Understanding the Diffusion of Innovations

Session Objectives

- Provide overview of innovation process and guiding principles
- Understand the basic principles of diffusion
- Explore Roger's Diffusion framework
- Evaluate the compression of the S-Shaped Curve over time
- Share system dynamics as model for understand adoption

Pedagogy

- Presentation of innovation process and the role of customer adoption
- Facilitated discussion of diffusion principles and models
- Breakout group exploration of the S-Shaped Curve trends
- Group assessment of system dynamics
- Sharing of student innovations

Cases/Readings

- On the Diffusion of Innovations: How New Ideas Spread, Singer, <https://leif.me/2016/12/on-the-diffusion-of-innovations-how-new-ideas-spread/> (text)

Session 2: Seeing Adoption Through Successes

Session Objectives

- Discuss examples of successful customer adoption
- Explore attributes of success
- Build a best practices toolkit

Pedagogy

- Facilitated discussion of examples
- Breakout groups discussion of attributes
- Facilitated discussion of best practices

Cases/Readings

- How to get your ideas to spread, Seth Godin, https://www.ted.com/talks/seth_godin_how_to_get_your_ideas_to_spread?language=en (video)

Session 3: Learning from Adoption Failures

Session Objectives

- See the difficulty to taking a breakthrough innovation to customer acceptance
- Discuss the root causes of failure
- Identify and evaluate corrective actions

Pedagogy

- Facilitated case discussion
- Introduction and application of root cause frameworks
- Brainstorm and prioritize adoption enhancements

Cases/Readings

- Google Glass, HBS Case # 9-814-102 (text)
 - In what ways was Google Glass a consumer adoption failure?
 - What limited adoption?
 - How could Google have increased the probability of adoption?

Tuesday February 4, 2020 (14:00 – 20:30)

Session 4: Accelerating Adoption – The Toolkit

Session Objectives

- Establish core principles of acceleration
- Explore the toolkit for accelerating customer adoption
 - “Remarkable”
 - Wisdom of 100 voices
 - Early adopter ego
 - Change agents
 - Persuasion
 - Help
 - Bottom of the Pyramid
 - Elevator Pitch
 - Dashboard

Pedagogy

- Presentation of acceleration techniques
- Application and assessment of tools

Cases/Readings

- The Rising Need for Innovation Speed, BCG,
<https://www.bcg.com/publications/2015/growth-lean-manufacturing-rising-need-for-innovation-speed.aspx> (text)

Session 5: Accelerating Adoption – Applying the Tools

Session Objectives

- Apply the concepts to a web user self-help application case example
- Generalize the learnings to any innovation

Pedagogy

- Presentation of acceleration techniques
- Facilitated discussion of AnswerDash case
- Facilitated discussion of generalized learnings

Cases/Readings

- AnswerDash (Abridged)HBR, Case Number 9-517-020 (text)
 - What are the options for accelerating adoption?
 - What criteria would you use to assess the options?
 - What option would you recommend? Why?

Session 6: Taking a Test Drive: Accelerating the Adoption of Autonomous Vehicles

Session Objectives

- Understand the special challenge of disruptive innovation
- See the challenges of customers adopting radical innovation
- Explore the impacts of technological uncertainty in adoption
- Find ways to accelerate adoption of AVs

Pedagogy

- Simulation of “selling” the AV concept to consumers
 - Concept description
 - Customer targeting
 - Messaging and delivery
 - Results and refinement

Cases/Readings

- Disruptive Innovation Explained, Clay Christensen
<https://www.youtube.com/watch?v=qDrMAzCHFUU> (video)
- Navigating the Robot Car Revolution, Fagan
<https://hkspolicycast.org/navigating-the-robot-car-revolution-5f8ce9c0dbbc> (audio)

Session 7: Making this Personal: Your Recipe for Acceleration

Session Objectives

- Apply the course learnings to your own innovation
- Share your insights about classmates' innovations
- Summarize course insights

Pedagogy

- Workshopping of innovations
 - Your pitch
 - Your wisdom of the crowd
 - Your annotated S-Shaped Curve
- Facilitated discussion of course insights

Cases/Readings

- Come to class with a 1 minute pitch for your innovation
- Come to class with the 100 people to talk to about your innovation
- Come to class with your change agents