Columbia Business School

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B7607-001 Strategic Consumer Insight
Professor Pham
Fall 2017 Block Week, Oct 15-19, 2017

Professor:	Michel T. Pham	TA:	Jen Chen
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Class times: Sunday, October 15 through Thursday October 19, 2017 9:00-5:00PM

Classroom: Warren 311 (Sun-Mon Oct. 15-16) Warren 309 (Tue-Thu Oct. 17-19)

Office Hours: Mondays 1:00-2:00PM or by appointment

Short video introduction of the course
Short video example of recent company project with Wyndham

Course Objectives

For most companies, business success requires the ability to uncover genuine insights about their customers. Which product is going to be a "hit"; which one is going to "flop"? Which aging brand can be revived; which one is doomed to die? Which product positioning will resonate best in the marketplace? Is a new market trend just a fad or is it going to last? How much will consumers be willing to pay for X? These are a few examples of the many important business questions that companies face every day and require customer insight.

This course focuses on the generation of sustainable customer insight for B2C companies, hence the title "Strategic Consumer Insight."[1] As will be amply demonstrated in this course, personal intuition about consumers is *not* consumer insight and not a substitute for it. The purpose of the course is therefore to equip students with the concepts and tools to become disciplined and astute discoverers of strategic customer insights for consumer-oriented (B2C) businesses.

This five-day, intensive course will be action-learning-oriented: combining lectures/discussions with many in-class workshops in which students will practice with and apply proprietary customer insight planning tools that the professor has developed through his many years of executive teaching, corporate training, and consulting. Importantly, students will have the opportunity to work on a real-life consumer insight project submitted by a client company. This real-life project provides a unique hands-on opportunity to design and execute a complete consumer insight engagement for a real client to help them address specific business issues (e.g., changing customer demographics, new competition, loss of brand relevance, market development, etc.).

[1] Although the course focuses on consumer insights for B2C companies, many of the concepts and tools covered apply as well to the generation of customer insights for B2B companies.

Previous clients include Coca-Cola, Macy's, Novartis, Best Buy, Rolodex, ESPN, Men's Health, Wrigley, Ann Taylor, Verizon, Wyndham hotels, and Home Depot. This term's client will be Meredith Corporation's SHAPE magazine.

This course builds on and extends the marketing core course in the MBA/EMBA program by fleshing out the customer insight dimension of the strategic market planning process. Topics covered in this course include: (1) how consumers make decisions; (2) how consumers shop in retail environments; (3) how to uncover consumers' true motives, needs, and wants; (4) the role of feelings and emotions in consumer behavior; (5) an introduction to qualitative market research for consumer insight; (6) how consumers' minds work; and (7) social and cultural determinants of consumer behavior.

Deliverables and Grading

Final grades will be determined as follows**:**

Class Participation (including in-class exercises)	40% (Individual)
Online Surveys	15% (Individual)
Company Project	45% (Group – with possible adjustment for individual contribution)

- *Class Participation.* In line with the action-learning orientation of the course, a substantial portion of the grade will be based on each student's engagement and quality of participation in the course's learning activities. Solid participation requires (a) a strong attendance record; (b) thorough preparation of any assigned materials; (c) positive contributions to class discussions, including through insightful questions that benefit the entire class; and (d) active and constructive involvement in the various in-class exercises. Punctuality and avoidance of distraction will also be reflected in the overall participation grade. Therefore, please remember to put your electronics (e.g., phone, laptop) away during class sessions. Unauthorized use of electronics during class sessions will result in automatic reductions of participation grades.

- *Online Surveys*. To facilitate in-class discussions, students will be asked to complete a series of short online surveys pertaining to cases and other session materials to be discussed in class. All surveys should be completed individually on Canvas by 10pm the evening before each class. Responses to the survey questions do not need to be lengthy (typically 2-3 sentences per question will suffice). However, responses have to be thoughtful to receive full credit. Entries submitted after the designated survey deadlines will not be credited.

- *Company Field Project.* Another large part of the grade will be based on each group's performance on the consumer insight project for the client company. Early in the week, the client company will describe its project needs. Students will then work on the project in groups of **four to five**, with the most of the project planning work done during the block week, and execution of the research, interpretation of the findings, and preparation of the project report to be completed during the second half of the term after the block week.

  The project should go beyond standard library research and involve the collection and analysis of primary data (e.g., in-depth interviews, focus groups, online surveys). To give a sense of the scope of data collection required, each team is expected to interview (in

person or via focus groups) around 20-25 consumers (4-5 consumers per team member), not counting "low-touch" interactions such as online surveys.[2] The findings are then to be interpreted to generate a series of client-specific consumer insights that will inform a series of actionable recommendations that the groups will make to the client company. Each group will summarize its investigation, findings, and recommendations in a report to be submitted to the professor by December 15, 2017. The report will be reviewed and evaluated by both the professor and the client.

The project's milestones are tentatively scheduled as follows:

- Monday, October 16: Company briefing and formation of teams
- Monday-Thursday, October 16-19: Customer insight exercises and project-related workshops
- Monday, October 21: Project plan proposal to be submitted to professor who will forward to client for feedback
- Friday, October 27: Feedback from professor and company client
- November: Students complete their research
- December 1-10: Interpretation of findings and report preparation
- Friday, December 15: Final reports to be submitted.

Projects will be evaluated based on (a) the breadth and depth of the research, (b) appropriate application of consumer behavior tools and concepts, (c) logical development of conclusions and implications, (d) originality of consumer insights, (e) quality of business recommendation; and (f) quality of the written report and oral presentation. More details on the project will be provided during the block week.

Note: Groups are responsible for managing their own dynamics and ensuring that every team member contributes positively to the project and carries their fair share of the work. At the end of the term, all students will be asked to assess the relative contribution of each of their teammates to the overall project, and, if necessary, individual grades for the company project may be adjusted accordingly.

Course Materials

- *Lecture Notes.* As lecture notes, hardcopies of most of the slides will be distributed at the beginning of each session. Use these lecture notes as a support for your own note taking, not as a substitute for it. If you are unable to attend a session, please have a classmate collect a set for you. While the lecture notes will be posted on Canvas after each session, they will not be sent individually.

- *Readings.* All required readings will be distributed electronically via Canvas. Short surveys to be completed every evening before the following day's class will relate to some of the readings and cases.

[2] Given the compressed nature of the course and the fact that a substantial part of the project has to be completed after the block week has ended, expectations in terms of data collection are set somewhat lower than for the full-term version of the course (where students typically interview 40 consumers per group).

Suggested Additional Readings. Students who are interested in additional background on consumer behavior or wish to go deeper into certain topics may also find the following books useful:

1. *Consumer Behavior* (5th Edition) by Wayne D. Hoyer and Deborah J. MacInnis, South-Western, 2008. This is an excellent, if somewhat encyclopedic, text on consumer behavior. It covers many of the topics and concepts that will be covered in class. Several copies are available on reserve in the Business School's Watson Library in Uris.

2. *Influence: The Psychology of Persuasion* (Revised Edition) by Robert B. Cialdini, Collins Business, 2006. This is a short but classic reference on the science of persuasion. It was named by the *Journal of Marketing Research* one the most important books written for marketers.

3. *Why We Buy: The Science of Shopping* (Revised Edition) by Paco Underhill, Simon & Schuster, 2008. This is another classic that includes a range of insights on shopping behavior.

4. *Consumer Insights: Findings from Behavioral Research*, Edited by Joseph W. Alba, Marketing Science Institute, 2011. A recent compilation of major findings in academic consumer research with their implication for marketing.

Contact

Whenever possible, I prefer real-time, in person communication over e-mail. If you have any questions regarding the class or about the company project, please come to speak to me after class during block week, or schedule an appointment after block week.

Canvas

Course-relevant materials and additional important information (about readings, assignments, etc.) will be posted on the school's Canvas system. Because some of the readings are provided by an external site, please use Mozilla's *Firefox* to access the course materials on Canvas, as Microsoft's *Internet Explorer* tends to create problems when accessing external sites. Please consult the course's site regularly (daily) because important announcements may be posted. It will be assumed that any announcement that has been posted at least 24 hours prior to a class has been read prior to that class.

Classroom Norm Reminders

- Please help us ensure that classes start and finish on time by being punctual, as time is a very precious commodity for all of us.
- Please remember to put away your laptops, cell phones, and other mobile devices when the class is in session, as a courtesy for everybody and to avoid distraction (of yourself, your neighbors, and the instructor).
- Unexcused late arrivals or early departure, and unauthorized use of electronics during class sessions will result in automatic participation point reductions.

- Please always have your name card in front of you, so that I can remember who is who and address you properly. (If you forget to bring it, just make a temporary one.) In addition to facilitating classroom discussions, having your name in front of you will ensure that your class participation is recorded properly.

Preparation for the First Class

- Download and prepare the Segway case. (See discussion questions on Canvas.)
- Fill out Survey 1 (regarding Segway case) by 10:00PM on Saturday, October 14
- Complete the readings
- Remember to bring your name card

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TENTATIVE WEEK SCHEDULE

Sunday, October 15, 2017		
Time	**Topic**	**Readings/Assignments**
Morning 9:00AM-12:30PM (incl. 15' break)	▪ Introduction to Strategic Customer Insight ▪ Segway Case ▪ Decision Making Unit Analysis ▪ Workshop 1: DMU Analysis	Readings ▪ "Stories That Deliver Business Insights" ▪ "How Do They Know Their Customers So Well?" Assignments ▪ Prepare Segway Case ▪ Complete Survey 1
12:30-1:30PM	Lunch	
Afternoon 1:30-5:00PM (incl. 15' break)	▪ Consumer Need Analysis (Part 1) ▪ Workshop 2: Need Landscape Analysis	

Monday, October 16, 2017		
Time	**Topic**	**Readings/Assignments**
Morning 9:00AM-12:30PM (incl. 15' break)	▪ Project Briefing by Client Company - Guest Speaker: Amanda Wolfe, Digital Director, Meredith Corporation / SHAPE ▪ Workshop 3: Project Research Planning-I	Readings ▪ A Theory of Human Motivation ▪ Laddering Theory, Method, Analysis, and Interpretation Individual Differences Assignment ▪ Review Project Brief ▪ Complete Survey 2
12:30-1:30PM	Lunch	
Afternoon 1:30-5:00PM (incl. 15' break)	▪ Consumer Need Analysis (Part 2) ▪ Workshop 4: Hierarchical Value Mapping	

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Tuesday, October 17, 2017		
Time	**Topic**	**Readings/Assignments**
Morning 9:00AM-12:30PM (incl. 15' break)	▪ Consumer Value Analysis ▪ Workshop 5: Multiattribute Modeling (MAM) Insights	Readings ▪ The Research Process ▪ Developing and Using Information about Consumer Behavior Assignments ▪ Complete Survey 3 (which requires reviewing short video clips)
12:30-1:30PM	Lunch	
Afternoon 1:30-5:00PM (incl. 15' break)	▪ Qualitative Market Research for Consumer Insights ▪ Guest Speaker: Niels Schillewaert, Managing Partner USA and co-founder at InSites Consulting - President ESOMAR ▪ Workshop 6: Project Research Planning-II	

Wednesday, October 18, 2017		
Time	**Topic**	**Readings/Assignments**
Morning 9:00AM-12:30PM (incl. 15' break)	▪ New Coke Case ▪ Buying Process Analysis ▪ Workshop 7: Need Stimulation & Search Insights	Readings ▪ The Science of Shopping ▪ Values and Culture Assignment ▪ Prepare New Coke Case ▪ Complete Survey 4
12:30-1:30PM	Lunch	
Afternoon 1:30-5:00PM (incl. 15' break)	▪ Shopping Behavior Analysis ▪ Guest Speaker: Mr. Saul Gitlin, Gitlin Global Consulting, will discuss "Cross-Cultural Consumer Insights"	

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Thursday, October 19, 2017		
Time	**Topic**	**Readings/Assignments**
Morning 9:00AM-12:30PM (incl. 15' break)	▪ Consumer Experience Analysis ▪ Workshop 8: Total Experience Analysis	Readings ▪ Emotional Cues that Work Magic on Customers ▪ The New Science of Customer Emotions Assignment ▪ Complete Survey 5
12:30-1:30PM	Lunch	
Afternoon 1:30-5:00PM (incl. 15' break)	▪ Workshop 9: Project Research Planning-III ▪ Course conclusion	

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Michel Tuan Pham
KRAVIS PROFESSOR OF BUSINESS
COLUMBIA BUSINESS SCHOOL

Michel Tuan Pham is the Kravis Professor of Business in Marketing at Columbia Business School, whose faculty he joined more than 20 years ago. At Columbia he teaches in the MBA, EMBA, Ph.D., and Executive Education programs. He is also the Research Director of the Columbia Center on Global Brand Leadership and Co-Director of Columbia's *Brand Leadership* program for executives. Professor Pham has a Licenciate degree in Applied Economics from the Catholic University of Louvain-Mons, Belgium and M.A. and Ph.D. degrees in Business-Administration/Marketing from the University of Florida. He has held visiting professorships at various international institutions, including the University of Chicago, where he was the Ford Foundation Visiting Professor of Marketing, the Catholic University of Leuven in Belgium, the China Europe International Business School in Shanghai, the Hong Kong University of Science and Technology, Singapore Management University, and the Institut d'Administration des Entreprises (IAE) of the University of Paris I - Sorbonne.

Professor Pham's business expertise and consulting activities are in the areas of marketing strategy and management, branding strategy, consumer psychology, trademark psychology, and the psychology of decision making. He has worked on these issues with companies from a variety of industries. An acclaimed executive teacher, he has also taught these subjects to executives and companies around the world. Recent training and consulting clients include Bayer Healthcare, Adidas, Brighton Collectibles, The Walt Disney Company, Bath & Body Work, Federal Home Loan Bank of New York, Nike, Converse, Coca-Cola, DNAinfo, Gucci, Singapore Airlines, and Lonza. His comments on current business issues have been widely publicized, including in the New York Times, Forbes, Wall Street Journal, AdWeek, BBC's World Business Report, and CNN's Headline News.

His current research focuses on the role of affect (moods, feelings, and emotions) in judgment and decision-making and consumer self-regulation. His numerous scientific articles are widely cited, have received several awards and have appeared in many leading academic journals in marketing, management, and psychology, including the *Journal of Consumer Research*, *Journal of Marketing Research*, *Psychological Science, Organizational Behavior and Human Decision Processes, Journal of Consumer Psychology, Review of General Psychology, Personality and Social Psychological Review, Psychology and Marketing, Marketing Letters, Journal of Economic Psychology, and Recherche et Application en Marketing.* He is a scientific advisor for numerous academic journals, and serves or has served on the Editorial Boards of *Journal of Consumer Research, Journal of Marketing Research, Journal of Consumer Psychology, International Journal of Research in Marketing,* and *Recherche et Application en Marketing.* He is a past President of the *Society for Consumer Psychology*, the leading professional organization for the advancement of the psychological science of the consumer. In 2015 he was inducted as a lifetime Fellow of the Society for "Outstanding Contributions to the Field of Consumer Psychology."

On the personal front, Professor Pham is an avid traveler, curious reader, happy eater, foreign movie admirer, former judo competitor, and wine lover (not necessarily in that order). He is a Belgian citizen of Vietnamese descent, permanent resident of the US, who was born in Congo. He lives in Manhattan, with his wife, a Taiwanese citizen (whom he married in Spain), and their two children, both US citizens.