MKTG-GB.2368 Consulting Lab: Branding + Innovation
Fall 2016
Thursdays, 6:00-9:00 p.m.

Faculty
Fran Gormley
Adjunct Associate Professor of Marketing
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Course Overview
This course is designed for advanced MBA students seeking real world consulting experience.

Professor Gormley has extensive consulting experience and a solid relationship with MasterCard, the partner organization (client) for this course. She will teach this course, an experiential learning lab, coach teams, and oversee the partnership with MasterCard. The branding and innovation project has been carefully constructed to ensure students get a meaningful experience developing strategies and creative ideas that will catapult a business forward.

Students will work in teams to solve a critical marketing challenge facing our partner organization.

Two MasterCard executives, Elisa Romm, Group Executive, B2B Marketing, and Lynn Feinson, Group Executive, MasterCard Advisors, will lead this partnership on the client side.

The final deliverable is a client presentation with actionable, well-developed marketing and innovation recommendations. Students will learn how to create strategic development frameworks and concepts, as well as valuable consulting skills, including building client relationships and optimizing presentation skills.
Project Overview
While project approaches will be customized by each team, the development process will be:

1. Discovery … In-depth review of category and brand, competitive analysis, articulation of the branding/innovation challenge and opportunity.
2. Synthesis + Strategy … Evidence gathering and synthesis; distill learnings into leverageable insights, create strategic framework for concept development.
3. Concept Development + Evaluation … Bring ideas to life via global brand positioning concepts and ideas. Obtain feedback on ideas.
4. Recommendations … Create a final presentation that poignantly synthesizes strategy, insights, branding and innovation ideas and recommendations. Recommendations will be presented to senior management at MasterCard.

Course Outline
Many weekly class sessions will be divided into two parts. The first part will focus on effective branding and innovation strategies and topics relevant to project work. The second half will be used for advancing the project work, planning, discussion and feedback from faculty and clients.

Session 1: Introduction + Project Overview Sept 22
Lecture: Fran Gormley
Course Introduction, Team Formation, and Development Framework
The session introduces the project, course organization, and development framework. Students will form teams.

Session 2: Payments Industry Overview Sept 29
Speaker: Michael Angus, Group Head, Payments Strategy, MasterCard
Michael will provide an overview of the payments industry (cash, checks, credit, debit, digital payments).

Session 3: Brand + Project Briefing Oct 6
Speakers: Elise Room, Group Executive, MasterCard
Devika Bulchandani, President, McCann XBC
Students will be introduced to MasterCard’s Global Positioning and provided an in-depth overview of the Priceless Cities initiative (e.g., goals, capabilities, hurdles).

Session 4: Discovery Work Session Oct 13
Students will have work sessions with Professor Gormley to review their discovery activities and their initial insights, development framework, objectives and approach.
Team 5: 6:00-6:30PM
Team 4: 6:30-7:00PM
Team 3: 7:00-7:30PM
Team 2: 7:30-8:00PM
Team 1: 8:00-8:30PM

Session 5: Internal Review of Situational Assessment  Oct 20
Student teams will present their situational assessments to Professor Gormley. Teams will receive feedback for refining their presentations prior to presenting to MasterCard. Presentations are to be emailed to Professor Gormley by 4PM on the day of class.

Team 1: 6:00-6:30PM
Team 2: 6:30-7:00PM
Team 3: 7:00-7:30PM
Team 4: 7:30-8:00PM
Team 5: 8:00-8:30PM

Session 6: Client Presentations – Situational Assessment  Oct 27
Student teams will present their situational assessments to MasterCard executives. Presentations are to be emailed to Professor Gormley by 4PM on the day of class.

Team 3: 6:00-6:30PM
Team 2: 6:30-7:00PM
Team 5: 7:00-7:30PM
Team 1: 7:30-8:00PM
Team 4: 8:00-8:30PM

Onsite Visit: MasterCard Headquarters  Friday Oct 28
All students should attempt to attend this onsite visit from 2-5PM at 2000 Purchase Street, Purchase, NY.

Session 7: Ideation  Nov 3
Lecture: Fran Gormley + Jim Ferry, Boston Innovation Group (BIG)
Professor Gormley and Jim Ferry will discuss how to conduct a productive ideation session. Jim Ferry is one of the leading practitioners of innovation sessions and has lectured at Yale School of Management and MIT Sloan. After a short lecture, teams will meet in breakout rooms for ideation sessions. Professor Gormley and Mr. Ferry will help teams have productive ideation sessions and generate a broad range of ideas.
Session 8: Idea Selection
Lecture: Fran Gormley
Nov 10
Teams will present their top ideas to the Professor and receive feedback on how to best develop their solutions.

Team 4: 6:00-6:30PM
Team 3: 6:30-7:00PM
Team 5: 7:00-7:30PM
Team 1: 7:30-8:00PM
Team 2: 8:00-8:30PM

Session 9: Concept Development
Lecture: Fran Gormley
Nov 17
Students will learn how to bring their ideas to life via concepts. Teams will meet in breakout rooms for concept development and refinement.

Session 10: Building The Final Presentation
Lecture: Fran Gormley
Dec 1
Students will learn how to build their final presentations. The second half of class will be a work session.

Session 11: Rehearsal + Feedback
Dec 8
Individual team ‘dry run’ with Professor who will provide feedback and suggestions. Each team must submit presentation by 4PM on the day of class.

Team 5: 6:00-6:30PM
Team 4: 6:30-7:00PM
Team 3: 7:00-7:30PM
Team 2: 7:30-8:00PM
Team 1: 8:00-8:30PM

Session 12: Client Presentations
Dec 15
MasterCard NYC Tech Hub Cafe 114 Fifth Avenue @ 17th St.
Each team will have 20 minutes to present and clients will provide 10 minutes of feedback.

Team 1: 6:00-6:30PM
Team 2: 6:30-7:00PM
Team 3: 7:00-7:30PM
Team 4: 7:30-8:00PM
Team 5: 8:00-8:30PM

**Grades:**
Class Participation: 25% (individual)
In-Class Presentations: 25% (group)
Final Recommendations/Client Presentation: 35% (group)
Peer Ratings: 15% (individual) – online ratings due 48 hours after final presentation