USC Iovine and Young Academy
Arts, Technology and the Business of Innovation

PRIN 531: Product Venture Design and Foresight
Units: 4
Fall 2022 – Mondays & Wednesdays – 3:00-4:50pm

Location: Online

Instructor: Scott Armanini
Office: Online
Office Hours: By appointment
Contact Info: sarmanin@usc.edu

Course Description:
Reframing business activities as design activities; the role of design in business decisions.

Learning Objectives:
The second of three courses that build the groundwork for students to develop a unique business mindset, Product Venture Design gives students a deep dive into the power of business when traditional models are shifted to become creative modes of expression that benefit society through advancements in culture and technology. The course will focus holistically on internal and external business design capabilities and factors. Students will walk away from the course with a portfolio work work built upon individual and team-based projects and initiatives that provide hands-on experience leveraging the methodologies in order to develop a series of portfolio pieces and case studies in innovation. In addition, students will gain an understanding of issues and methods including Process/Service Design and Psychological Safety.

Learning Outcomes:
After the course, students will be able to administer key business design and strategic foresight methodologies. Specific learning outcomes include:

- Ability to create a Value Proposition and Business Model
- Ability to develop an Impact Measurement strategy
- Ability to write future scenarios utilizing the Alternative Futures and 3 Horizons methods
- Ability to map and track trends and emerging issues using S-Curve Analysis.

Prerequisite(s): PRIN 530: Business Essentials for Product Innovators

Technological Proficiency and Hardware/Software Required
Powerpoint and/or Keynote and/or Google Slides will be necessary for deliverables that include presentations. In addition, Adobe CC is suggested, though not required for visual rendering of ideas.

Required Readings
Unless otherwise specified, the following readings are available online, or in major bookstores.

- *The Design of Business*, Roger Martin. Harvard Business Press.
- Models of Impact, Matthew Manos. Available to download for free at http://modelsofimpact.co

- *Toward a Preemptive Social Enterprise*, Matthew Manos. Available to download for free at http://futureimpact.co
- *Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation.* Patrick Van Der Pijl, Justin Lokitz, Lisa Kay Solomon, Erik van der Pluijm (Designed by), Maarten van Lieshout (Designed by). Wiley.
- *Value Proposition Design: How to Create Products and Services Customers Want.* Alexander Osterwalder, Yves Pigneur, Gregory Bernarda, Alan Smith, Trish Papadakos (Designed by). Wiley.
- "How to Build Scenarios", WIRED Magazine. https://www.wired.com/1995/11/how-to-build-scenarios/

Assignment/Grading Breakdown and Scale

Students should expect roughly 8 hours/week of work outside of class time. The following is a breakdown of grading policies. The course will consist of a range of individual and team-based assignments in order to provide hands-on experience in Business Design including, but not limited to facilitation, business model innovation, the development of narratives and stories that bring business models and systems designs to life, strategic foresight methodologies, and co-creative design methodologies that increase participation and community buy-in.

Deliverable	Points	Percentage
Individual Assignment 01	50	5%
Individual Assignment 02	50	5%
Individual Assignment 03	75	7.5%
Team Assignment 01	50	5%
Team Assignment 02	50	5%
Team Assignment 03	50	5%
Quiz 01	25	2.5%
Quiz 02	25	2.5%
Quiz 03	25	2.5%
Paper 01	25	2.5%
Paper 02	25	2.5%
Midterm Presentation (Major Assignment)	150	15%
Final Presentation (Major Assignment)	150	15%
Final Project Deliverable (Major Assignment)	150	15%
Participation	100	10%
Totals	**1000**	**100%**

Description of Assignments

Individual Assignment 01 - Students will develop an original business model design inspired by an existing personal or societal issue.

Individual Assignment 02 - Students will develop a value proposition statement based on the personal or societal issue presented in Individual Assignment 01.

Individual Assignment 03 - Students will develop 4 unique future scenarios (up to 300 words each for a total of 1,200 words) informed by the findings of Team Assignment 01 and 02.

Team Assignment 01 - Working in teams, students will develop an S-Curve Analysis for an approved sector, industry, or product category.

Team Assignment 02 - Working in teams, students will develop a 3 Horizons Analysis for an approved sector, industry, or product category.

Team Assignment 03 - Working in teams, students will develop a diegetic business that brings one or more of the scenarios developed during Individual Assignment 03 to life.

Quiz 01 - Assessment of understanding of key insights and methods shared during the class.

Quiz 02 - Assessment of understanding of key insights and methods shared during the class.

Quiz 03 - Assessment of understanding of key insights and methods shared during the class.

Paper 01 - Analysis of an existing business, and their approach to business model and value proposition design. Must include at least one primary research source. 1,500 words.

Paper 02 - Analysis of an existing "vision of the future" projected, and acted upon, by an existing business. Must include a critical analysis of this projection, including implications of the vision on key stakeholders and unintended consequences. 1,500 words.

Midterm Presentation - Reactionary Business Model Design: Students will develop a business model that draws upon all of the material in the course to-date. The business model will serve as a proposed solution to an existing personal or societal problem. The presentation will include both the desired impact and revenue goals.

Project Timeline:	Project Grading:
• Week 06: Proposal/Outline	• Proposal/Outline: 10%
• Week 07: Presentation	• Presentation: 60%
• Week 07: Deliverables (Pitch Deck)	• Deliverables (Pitch Deck): 30%

Final Presentation & Final Project Deliverable - Preemptive Business Model Design: Students will work individually or as a team in order to develop a business model, plan, and supporting visual that draws upon all of the material in the course to-date. The business model will serve as a proposed solution to a problem that does not exist yet. As a result, the model will include a future forecast with supporting research to justify the vision. In addition, students will develop a plan that details how the model would operate as well as its greater impact. Finally, the final will include a visual to support the vision.

Project Timeline:	**Project Grading:**

- Week 14: Proposal/Outline
- Week 15: Presentation
- Week 16: Deliverable 01 (Business Plan)
- Week 16: Deliverable 02 (Visual)

- Proposal/Outline: 10%
- Presentation: 30%
- Deliverable 01 (Business Plan): 40%
- Deliverable 02 (Visual): 20%

Participation - Students are expected to participate actively in class and in team assignments.

Assignment Rubrics

Assignment Rubrics vary per assignment. Please check with the instructor to ensure you have a clear understanding of what is expected of you for each assignment.

Grading Scale

Course final grades will be determined using the following scale:

A   95-100
A-   90-94
B+   87-89
B   83-86
B-   80-82
C+   77-79
C   73-76
C-   70-72
D+   67-69
D   63-66
D-   60-62
F   59 and below

Assignment Submission Policy

Unless otherwise noted, all assignments are due prior to the class session in which it will be discussed or presented. Assignments may be submitted over email or Blackboard, and students will be informed of the submission platform prior to the commencement of the assignment. In the case of group assignments that have team-based deliverables, presentations will take place during the class session and all slides/deliverables are due before the end of that session.

Late Submissions

Assignments will be accepted after the deadline with the following grade penalties. Do not ask for extensions.

- Submission in the 24 hours after the deadline   10% deduction
- Submission between 24 and 48 hours after the deadline   20% deduction
- Submission between 48 hours and 3 days after the deadline   50% deduction
- Submission more than 3 days after the deadline   100% deduction

Keep copies of all your files and emails until the end of the semester.

Correcting a Grading Error or Disputing a Grade

If you don't inform the instructor of missing or incorrect grades within two weeks of those grades being posted, the grades will be assumed correct. Do not wait until the semester's end to check or appeal any grades. If you feel a grade merits re-evaluation, you are encouraged, within one week of the instructor providing a grade and initial

feedback, to send the instructor a memo in which you request reconsideration. The memo should include a thoughtful and professional explanation of your concerns. Be aware that the re-evaluation process can result in three types of grade adjustments: positive, none, or negative. (Note: Complaints on the date of a graded assignment's return to you will not be addressed; it is essential to wait one full day prior to raising a concern.)

Academy Attendance Policy

The Academy maintains rigorous academic standards for its students and on-time attendance at all class meetings is expected. Each student will be allowed two excused absences over the course of the semester for which no explanation is required. Students are admonished to not waste excused absences on non-critical issues, and to use them carefully for illness or other issues that may arise unexpectedly. Except in the case of prolonged illness or other serious issue (see below), no additional absences will be excused. Each unexcused absence will result in the lowering of the final grade by ⅓ of a grade (e.g., an A will be lowered to A-, and A- will be lowered to a B+, etc.). In addition, being tardy to class will count as one-third of an absence. Three tardies will equal a full course absence.

Students remain responsible for any missed work from excused or unexcused absences. Immediately following an absence, students should contact the instructor to obtain missed assignments or lecture notes and to confirm new deadlines or due dates. Extensions or other accommodations are at the discretion of the instructor.

Automatically excused absences normally many not be used for quiz, exam or presentation days. Using an excused absence for a quiz, exam or presentation, such as in the case of sudden illness or other emergency, is at the discretion of the instructor.

In the case of prolonged illness, family emergencies, or other unforeseen serious issues, the student should contact the instructor to arrange for accommodation. Accommodation may also be made for essential professional or career-related events or opportunities. All accommodations remain at the discretion of the instructor, and appropriate documentation may be required.

Additional Policies

Class notes policy: Notes or recordings made by students based on a university class or lecture may only be made for purposes of individual or group study, or for other non-commercial purposes that reasonably arise from the student's membership in the class or attendance at the university. This restriction also applies to any information distributed, disseminated, or in any way displayed for use in relationship to the class, whether obtained in class, via e-mail or otherwise on the Internet, or via any other medium. Actions in violation of this policy constitute a violation of the Student Conduct Code, and may subject an individual or entity to university discipline and/or legal proceedings. Again, it is a violation of USC's Academic Integrity Policies to share course materials with others without permission from the instructor.

No recording and copyright notice: No student may record any lecture, class discussion or meeting with the instructor without his/her prior express written permission. The word "record" or the act of recording includes, but is not limited to, any and all means by which sound or visual images can be stored, duplicated, or retransmitted whether by an electro-mechanical, analog, digital, wire, electronic or other device or any other means of signal encoding. The instructor reserves all rights, including copyright, to his/her lectures, course syllabi and related materials, including summaries, slides (e.g., Keynote, PowerPoint), prior exams, answer keys, and all supplementary course materials available to the students enrolled in the class whether posted to the LMS or otherwise. They may not be reproduced, distributed, copied, or disseminated in any media or in any form, including but not limited to all course note-sharing websites. Exceptions are made for students who have made prior arrangements with The USC Office of Disability Services and Programs and the instructor.

Participation: Students are expected to actively participate in this course. In an online forum, participation includes:
- Careful reading and viewing of assigned materials by the date due

- Regular, substantive contributions to discussions
- Active engagement with online content
- On-time attendance and full attention in synchronous sessions
- Significant collaboration with classmates and teammates

Course grades may be affected for students who do not contribute to the course through active participation. Students should notify the instructor in advance if they are unable to attend class. Those unable to attend will be required to review the online recording for the session missed, and submit thoughtful feedback to the Instructor.

Contact Hours

This 4-unit course requires 3000 minutes of instructional time per semester, which equals 200 minutes of instructional time each week. In addition, it is expected that students will work, on average, an additional 400 minutes per week outside of class — on readings/viewings, homework assignments, field experiences, and individual or team projects.

Course Schedule: A Weekly Breakdown

	Topics/Daily Activities	Readings and Homework	Deliverable/Due Dates
Week 01	Course Overview.		
Week 02	Designing Business Models for Impact and for Revenue	*Models of Impact* Reading Selection; Individual Assignment 01	Individual Assignment 01: Business Model Design - Due W2
Week 03	Designing Value Propositions.	*Value Proposition Design* Reading Selection 01; Individual Assignment 02	Individual Assignment 02: Value Proposition Design - Due W3
Week 04	Narrative & Storytelling in Business Model Design	*Value Proposition Design* Reading Selection 02; Quiz 01 Prep.	Quiz 01 - Due W4
Week 05	Case Studies in Business Model Innovation	*Design a Better Business* Reading Selection 01; Paper *The Design of Business* Reading Selection 01	Paper 01 - Due W5
Week 06	Blue Sky Thinking vs. Nitty Gritty Planning.	*Design a Better Business* Reading Selection 02; Midterm Presentation and Deliverable Prep.	Midterm Presentation Proposal/Outline - Due W6
Week 07	Midterm Presentations: Reactionary Business Model Design	Midterm Presentation and Deliverable Prep.	Midterm Presentation and Deliverable Due - Due W7
Week 08	Seeing Around Corners	Quiz 02 Prep.	Quiz 02 - Due W8

Week 09	Introduction to Strategic Foresight Methodologies: S-Curve	*Design a Better Business* Reading Selection 03; Team Assignment 01 *The Design of Business* Reading Selection 02	Team Assignment 01: S-Curve Analysis - Due W9
Week 10	Introduction to Strategic Foresight Methodologies: 3 Horizons	Team Assignment 02; Read "How to Build Scenarios" (WIRED)	Team Assignment 02: 3 Horizons - Due W10
Week 11	Introduction to Strategic Foresight Methodologies: Alternative Futures	Team Assignment 03; *Toward a Preemptive Social Enterprise* Reading Selection 01	Individual Assignment 03: Alternative Futures - Due W11
Week 12	Case Studies in Business Model Innovation	Paper 02; Quiz 03 Prep.	Quiz 03; Reflection 02 - Due W12
Week 13	Preemptive and Diegetic Business.	*Toward a Preemptive Social Enterprise* Reading Selection 02	Team Assignment 03: Diegetic Business - Due W13
Week 14	In-Class Work Time and 1:1 Meetings	*Design a Better Business* Reading Selection 04; Final Presentation and Deliverable Prep. *The Design of Business* Reading Selection 03	Final Presentation Proposal/Outline - Due W14
Week 15	Final Presentations: Preemptive Business Model Design	Final Presentation and Deliverable Prep.	Final Presentation Due: Preemptive Business Model Design - Due W15
Finals	*STUDY DAYS:* Final Presentation and Deliverable Prep.	*STUDY DAYS:* Final Presentation and Deliverable Prep.	Final Deliverables Due: Preemptive Business Plan. - Due Finals Week

Statement on Academic Conduct and Support Systems

Academic Conduct:

Plagiarism – presenting someone else's ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in SCampus in Part B, Section 11, "Behavior Violating University Standards" policy.usc.edu/scampus-part-b. Other forms of academic dishonesty are equally unacceptable. See additional information in SCampus and university policies on scientific misconduct, policy.usc.edu/scientific-misconduct.

Support Systems:

Student Health Counseling Services - (213) 740-7711 – 24/7 on call
engemannshc.usc.edu/counseling
Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

National Suicide Prevention Lifeline - 1 (800) 273-8255 – 24/7 on call
suicidepreventionlifeline.org
Free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week.

Relationship and Sexual Violence Prevention Services (RSVP)
-213-740-9355 (WELL
https://studenthealth.usc.edu/sexual-assault/
 Free and confidential therapy services, workshops, and training for situations related to gender-based harm.

Relationship and Sexual Violence Prevention and Services provides immediate therapy services for situations related to gender- and power-based harm (e.g., sexual assault, domestic violence, stalking). (wording from the site)

Office of Equity and Diversity (OED) | Title IX - (213) 740-5086
equity.usc.edu, titleix.usc.edu
Information about how to get help or help a survivor of harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants. The university prohibits discrimination or harassment based on the following protected characteristics: race, color, national origin, ancestry, religion, sex, gender, gender identity, gender expression, sexual orientation, age, physical disability, medical condition, mental disability, marital status, pregnancy, veteran status, genetic information, and any other characteristic which may be specified in applicable laws and governmental regulations.

USC Policy Reporting to Title IX (213) 740-5086
https://policy.usc.edu/reporting-to-title-ix-student-misconduct/
The university encourages individuals to report prohibited conduct to the *Title IX Office*. Individuals can report to the university *Title IX Coordinator* in the *Office of Equity and Diversity.*

Bias Assessment Response and Support - (213) 740-2421
studentaffairs.usc.edu/bias-assessment-response-support
Avenue to report incidents of bias, hate crimes, and microaggressions for appropriate investigation and response.

The Office of Disability Services and Programs - (213) 740-0776
dsp.usc.edu

Support and accommodations for students with disabilities. Services include assistance in providing readers/notetakers/interpreters, special accommodations for test taking needs, assistance with architectural barriers, assistive technology, and support for individual needs.

USC Support and Advocacy - (213) 821-4710
studentaffairs.usc.edu/ssa
Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

Diversity at USC - (213) 740-2101
diversity.usc.edu
Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

USC Emergency - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call
dps.usc.edu, emergency.usc.edu
Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

USC Department of Public Safety - UPC: (213) 740-6000, HSC: (323) 442-120 – 24/7 on call
dps.usc.edu
Non-emergency assistance or information.