



Art 497.81P / Ideation, Process and Product
COURSE SYLLABUS: Spring 2015

Instructor: Raul Varela

Class Meeting Times: Tuesday 6:00pm - 10:00pm (1/20/2015 through 3/6/2015)

Class Meeting Location: UCD

Consultation Hours: Monday – Friday, 9am-6pm (by appointment only)

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COURSE INFORMATION

RESEARCH SOURCES

1. Various sources identified through the student's individual research
2. Academic texts, peer-reviewed articles, scholarly papers, accessed either through brick-and-mortar libraries or online in scholarly databases, such as JSTOR.
3. Other major design university MFA archives (SVA, VCU, Stanford D-school)
4. AIGA archives
5. Publications: *Entrepreneur*, *Forbes*, *Harvard Business Review*, *Wall Street Journal*, *Strategy*, *Red Herring*, *Fast Company*, *Inc. Magazine.*, *Fortune*, *TIME*, etc.
6. Media: Broadcast news channels, credible newspapers or magazines such as CNBC or Bloomberg
7. Anything, anywhere that is relevant to your topic (recorded interviews, ethnography, etc.)
8. NOT Wikipedia!!!!

TAMU PRIMARY DATA SOURCES

<http://tamuc.libguides.com/busref>

This online research guide for your areas of study was put together by our business and marketing specialist. It includes contact info, various applicable library databases and how to get to them.

MARKET PRIMARY DATA SOURCES

1. <http://www.marketresearch.com>
2. <http://www.census.gov>
3. <http://www.data.gov>
4. <http://www.gallup.com>
5. <http://www.mintel.com>

COURSE DESCRIPTION

This 8-week course will be centered around innovation focused on creating value through ethnography, research, ideation and strategy in a marketing frameset. You will explore radical ways of design thinking to create new business models or harness compelling value for products or services that do not currently exist in the marketplace. Projects will be collaborative and centered around the application of innovation through segmenting, brand positioning, target marketing, and the 4Ps (Product, Pricing, Promotion and Place).

STUDENT LEARNING OBJECTIVES

1. Identify viable opportunities and assess challenges in the marketplace within the context of innovation
2. Apply design thinking and creative problem solving to new product or service niches
3. Define a creative process for generating new product or service concepts.
4. Understand the key pieces that make up a marketing plan
5. Write a strategy for a product or service that integrates an intelligent marketing mix
6. Examine market research sourcing that is integral to a new product or service launch
7. Manage and delegate an innovation team
8. Examine critical issues behind product and services that failed or became successful

ATTENDANCE

You may be absent from class twice.

- On your first absence you will receive an e-mail warning, which is copied to Lee Whitmarsh.
- On your second absence you will receive an e-mail and you will be contacted by Lee Whitmarsh.
- On your third absence you will receive an F in the class. If you wish to drop the class you will receive a drop/fail.

- Two tardies of 20 minutes or more equals an absence.
- A tardy of 60 minutes equals an absence.
- Two late returns from break of more than 10 minutes equals one absence.
- If a student is OVER 10 MINUTES late for the final, a full grade will be deducted from his or her final grade.
- If a student does not show up for the final they automatically fail the class.

There is no distinction between excused and unexcused absences.

COURSE REQUIREMENTS

Instructional / Methods / Activities Assessments:

A willingness to participate and collaborate will be a key component in a productive and positive outcome for each student. It is the job of the student to follow the schedule and adhere to it on a weekly basis. The role of the professor and the class is to respond to the work that is brought in week-by-week and comment, direct, expand on, and suggest possible areas for further research.

GRADING

Grades will be assigned according to the following scale:

- A** Work well above the general class level, evidence of participation in related activities outside of the classroom, thoughtful participation in classroom discussion and critique
- B** Work above the general class level, participation in classroom discussion and critique
- C** Average work, minimal requirements met
- D** Work below class average, lack of participation and/or poor attendance
- F** Inferior work, work not turned in, failure to attend class

In addition to major project, students final grade will also be based on critique participation and application, work ethic, and attitude. These specifications are applied with the following percentages

- 1. Quality and effort on innovation and marketing plan 50.0%
- 2. Presentation to investor 15.0%
- 3. 9 case studies postings 15.0%
- 4. Feedback loops 10.0%
- 5. Attitude and Participation 10.0%

ACADEMIC INTEGRITY AND PLAGIARISM

Texas A&M University-Commerce does not tolerate plagiarism and other forms of academic dishonesty. Conduct that violates generally accepted standards of academic honesty is defined as academic dishonesty. “Academic dishonesty” includes, but is not limited to, plagiarism (the appropriation or stealing of the ideas or words of another and passing them off as one’s own), cheating on exams or other course assignments, collusion (the unauthorized collaboration with others in preparing course assignments), and abuse (destruction, defacing, or removal) of resource material.

COMMUNICATION AND SUPPORT

Interaction with Instructor Statement: In addition to classroom time, you are welcome to call or email me at any time with questions or concerns (raul@highbandwidth.com or 972-672-8401). Announcements from the University will come to you through its network.

TECHNOLOGY REQUIREMENTS

Home computer or laptop with graphics and presentation software or access the lab.

ACCOMODATIONS FOR ADA ELIGIBLE STUDENTS

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Office of Student Disability Resources and Services | Texas A&M University-Commerce

Gee Library, Room 132 | Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148 } StudentDisabilityServices@tamu-commerce.edu

STATEMENT ON STUDENT BEHAVIOR

All students enrolled at the University shall follow the tenet of common decency and acceptable behavior conducive to a positive learning environment. (See Student's Guide Handbook, Policies and Procedures, Conduct)

All students must show respect toward the instructor and the instructor's syllabus, presentations, assignments, and point of view. Students should respect each others' differences. If the instructor determines that a student is not being respectful towards other students or the instructor, it is the instructor's prerogative to ask the student to leave, to refer the student to the department head, and to consider referring the student to the Dean of Students who may consider requiring the student to drop the course. Please refer to pages 42 – 46 of the Texas A&M University-commerce Student guidebook's Codes of Conduct for details.

STUDENT CONDUCT/CITIZENSHIP

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. (See Code of Student Conduct from Student Guide Handbook). Students are expected, at all times, to recognize constituted authority, to conform to the ordinary rules of good conduct, to be truthful, to respect the rights of others, to protect private and public property, and to make the best use of their time and effort toward the educational process.

REQUIRED READINGS

There are no required textbooks for this class. Instead, you will download 9 Harvard case studies listed on next page. Your cost will be \$35.55. Case studies can be downloaded here: <https://cb.hbsp.harvard.edu/cbmp/access/16954197> These readings will inform your weekly assignments and support your learning outcomes. You are required to read all case studies and discuss their application to your project. All case study analysis and discussion will take place on the course management websites set up for this class. Please visit <http://join.lore.com/HD2Q9Y> to join the group.

CASE STUDIES

1. Week 1: Discovering Opportunities--How to Spot (and Investigate) Potential Targets for Innovation
2. Week 2: Blueprinting Ideas--Fine-Tuning Your Innovation Idea and Developing a Plan to Implement It
3. Week 3: Assessing and Testing Ideas: Determining the Potential Value of Your Innovation Idea--And Making Sure You're Moving in the Right Direction
4. Week 4: Moving Forward--Honing Your Innovation Skills in Your Continuing Journey Toward Successful Innovation
5. Prototyping: A Quick Introduction
6. IDEO Product Development
7. Angel Investing
8. Gracious Eloise: What Do Angels Want? Part 1
9. Gracious Eloise: What Do Angels Want? Part 2

RECOMMENDED BOOKS

- Google ZMOT by *Jim Lecinski*
- The Medici Effect: Breakthrough Insights at the Intersection of Ideas, Concepts, and Cultures by *Frans Johansson*
- Jack's Notebook: A business novel about creative problem solving by *Gregg Faley*
- When Sparks Fly: Igniting Creativity in Groups by *Dorothy Leonard*
- Collaboration and Co-creation: New Platforms for Marketing and Innovation by *Gaurav Bhalla*

COURSE OUTLINE / WEEKLY ASSIGNMENTS

This is a schedule of assignments and deadlines for the entire semester. Bring it with you to every class. If an adjustment becomes necessary, an announcement will be made during class. It will be your responsibility to adjust your copy of the schedule. If you are absent, it is your responsibility to check with a classmate or contact the instructor for schedule revisions. Failure to turn in EVERY assignment in accordance with the class schedule will negatively affect your final grade. All projects are due on the dates noted below. NO late projects will be accepted for grading. You are responsible for turning in work on time regardless of attendance.

IN CLASS

1. Introductions
2. Setup teams for semester
3. Lecture: Innovation

Video: Where good ideas come from

Video: What motivates us

Video: IDEO Innovation Excellence - Shopping Cart

ASSIGNMENT 1 – Due Week 2

Innovation Opportunities

Innovation can build on the qualities of an existing product or service or become a truly disruptive force that changes society and how we live, play and work. (i.e. Facebook, Google, Twitter, Smartphones). No matter how great the innovation it must start from an idea that keeps the target audience in mind and creates a compelling user-centered experience. This is not the same as designing a logo or a brochure. The key lies in being able to adapt your creative process, creating value for your product or service and understanding the market forces and trends that shape consumer wants and needs.

Think about underdeveloped opportunities or business challenges in the marketplace that you are passionate about. Do you have ideas incubating in your mind that could potentially change or disrupt the marketplace? Here is your chance to bring those ideas to fruition. Is it a mobile app? Is it a clothing line? Is it a new concept for a store? Is it a new kind of service? Is it a product? Is it something that will make our lives easier?

Your Assignment

Come up with as many ideas as you can. Each person must develop a minimum of 10 ideas or more with a 1-line description for each innovation. Work with your team to develop preliminary ideas or brainstorm on your own and then work with your team to refine the ideas you come up with as a team. For next week you will bring a minimum of 10 “Refined Ideas” ideas and present to the class. Please make sure the ideas you present create value and are innovative in some way. Do not present copycat products or services. Research the ideas you present. If you want to develop the next Groupon then make it 10 times better. Don’t just copy it.

IN CLASS

1. Present Round 2 “Refined Ideas”
2. Lecture: Speaker Craig Wheeler: Market Research
2. Lecture: Raul Varela: Marketing Planning

ASSIGNMENT 2 – Due Week 3

Your Assignment

Before you start on your plan it is essential that you define a few core “**business**” essentials.

1. Chose your innovation, name it and present a value proposition

Coming up with a bunch of business ideas is a great first step to finding potential holes in the marketplace. Now it’s time to decide on the most viable opportunity. Do a little research and follow your gut instinct. The next step is to choose the innovation you or your team will flush out for the rest of the semester and name it.

Once you decide on a name, you must communicate the value proposition. A value proposition is a short and concise statement that communicates the benefits of your product or service. It narrows down the core value of you innovation into something your audience or investor can easily grasp and remember. Think of it as your 30-second elevator pitch.

Your value proposition should not focus so much on a bullet list of features. Instead it should define the value. Why does your audience want this product or service? What pain points are you addressing? What problems does your innovation solve? Why will your audience value your product or service?

2. Find your research

Market research is vital when launching a product or service. Market research can help you understand demographics, identify trends, determine if customers are satisfied, address buying habits, and inform you if your idea will succeed. Market intelligence will guide your innovation and help you make strategic decisions. It will help you discover needs that have not been met or that you are not aware of yet.

Your goal is to identify viable research (primary and secondary) that you will use to help you define your innovation. You can bring in reports, articles, hard data and any other research you feel will be beneficial. Be ready to present the research to the class.

3. Research the competition

Every company lives or dies by a unique set of strengths and weaknesses, and it's critical that you determine yours, as well as your competitors'. Knowing your competition helps you to see how your strengths stack up against your competitors' weaknesses and can suggest ways to take advantage of marketplace opportunities.

Find 4 to 6 competitors. For each competitor be ready to present the following information:

- **Competitor:** Competitor name and short description.
- **Established date:** When were they established (If available)
- **Market share (%):** Estimated percentage of market share (if available).
- **Strengths:** What are your competitor's main strengths?
- **Weaknesses:** What are your competitor's main weaknesses?

WEEK 2 CASE STUDY

Download case study here <https://cb.hbsp.harvard.edu/cbmp/access/16954197>

Week 1: Discovering Opportunities--How to Spot (and Investigate) Potential Targets for Innovation

Innovation may be the hottest discipline around today—in business circles and beyond. And for Good reason. Innovation transforms companies and markets. It's the key to solving vexing social problems. And it makes or breaks professional careers. But for all the enthusiasm the topic inspires, the practice of innovation remains stubbornly elusive. No longer. In "The Little Black Book of Innovation," long-time innovation expert Scott Anthony draws on stories from his research and field work with companies like Procter & Gamble to demystify innovation. In his trademark conversational and lively style, Anthony presents a simple definition of innovation, breaks down the differences between types of innovation, and illuminates innovation's vital role in organizational success and personal growth. This unique hybrid of a professional memoir and a business guidebook also gives you a powerful 28-day program for mastering innovation's key steps.

In this chapter you begin Week 1 of this program. During this first week you'll focus on the discovery process—finding opportunities to innovate by doing something different that has impact. You'll identify your target customer, pinpoint a problem that customer is struggling to solve, and look for signals that suggest your customer is dissatisfied with the status quo.

Your LORE Assignment

By the end of week 2 you must answer the following questions and post it on LORE.

Write your response in 3–5 paragraphs.

The Question: What did you learn from this case study? Share any relevant insight.

How can you apply what you learned into your innovation process.

Everyone must provide at least 1 feedback loop for a classmate by the end of week 3.

IN CLASS

1. Present core “**business**” essentials
2. Present research you will use to help define your innovation
3. Present competitors

ASSIGNMENT 3 – Due Week 4

Your Assignment

Watch David Kelley founder of IDEO on 60 minutes again. Feel his passion for design thinking. Be inspired <http://www.cbsnews.com/video/watch/?id=50138327n>

Last week you worked on your core “business” essentials. This week we will define core “visual” essentials. Visualizing your innovation is an indispensable part of this process that will feed the process of writing your marketing plan. Think about what your innovation looks like? What does it feel like? Present pencils, post it notes, mood boards, videos, pain point charts, quotes, skits or any other wild ideas that communicate your product or service in some random or fun way. There are no rules here. Take a page right out of IDEO’s playbook. Be as creative as you want to be and know that some of what you develop here may be adapted for use in your final pitch. Remember that you are NOT building a final prototype so don’t try. This part of the project is meant to fuel your creativity and marketing plan content.

IN CLASS

1. Present core “visual” essentials
2. Lecture: 12 Provocations – Digital developments that will shape the future of marketing

ASSIGNMENT 4 – Due Week 5

The Marketing Plan

A good marketing plan enables you to make the right decisions and navigate your product or service through the ebbs and flow of an ever-changing marketplace. It provides focus and direction and translates your company vision, mission, goals and objectives into effective marketing initiatives. Writing a marketing plan is all about addressing core questions such as: Who is your target? Your competition or what tactics will you use to launch your brand message, etc. For the next 4 weeks you will focus on defining your innovation by addressing core marketing questions in a 4 set process. Below is Set 1.

Your Assignment (Set 1)

1. Describe your product or service

Describe your product or service and provide a brief summary. Avoid too much detail.

2. What is your vision statement?

Your vision is the framework for all you do. It considers all future potential. Where you will go and what you will do. Do a little online research to see sample vision statements for other companies.

3. What is your mission statement?

What is the mission of your company or the mission of your product or service? The mission statement defines your purpose and aims. Companies are built around a singular, powerful, and all encompassing mission. What is yours? Do a little online research to see sample mission statements for other companies.

4. What is your target market?

Who are you selling to? Do you have different target segments? Provide demographics or profiles of your target audience? What or who influences them?

5. What are the benefits for your products or services?

This could be a bullet list of all the benefits for target audience?

6. How are you different from your competition?

This is your unique selling benefit or positioning. What makes you different?

7. What is your marketing story?

Do you have a story? Is there a meaning behind your product or service? Why are you memorable? Is your story transferable... is it easy for others to share it? Can it be viral

8. What is your brand personality? What is the personality of your product or service? How will your customer relate to your brand? How will they perceive it? How do you want them to perceive it?

9. What is your launch strategy?

How do you plan to enter the market and attract customers? Why do you think your strategy will work?

10. Distribution strategy

In which geographic areas will you sell? What distribution channels will you use if any such as direct, retail, distributors, warehousing, and fulfillment

11. Anything else you would like to add?

Marketing plans are fluid. Feel free to add or replace any of the questions above and address the items you feel are the most relevant to your product or service.

WEEK 4 CASE STUDY

Download case study here <https://cb.hbsp.harvard.edu/cbmp/access/16954197>

Week 2: Week 2: Blueprinting Ideas--Fine-Tuning Your Innovation Idea and Developing a Plan to Implement It

In this chapter you enter Week 2 of your 28-day innovation program. During this week you'll develop a "blueprint" of the innovation idea you came up with during Week 1. By the end of the week you'll have learned how to:

1) Draw on multiple sources of inspiration for your idea; 2) Determine how your idea will be better than what your target customer can presently access or afford; 3) State exactly what you plan to do, why it will work, and why it matters.

Your LORE Assignment

By the end of week 4 you must answer the following questions and post it on LORE.

Write your response in 3–5 paragraphs.

The Question: What did you learn from this case study? Share any relevant insight.

How can you apply what you learned into your innovation process.

Everyone must provide at least 1 feedback loop for a classmate by the end of week 5

IN CLASS

1. Present marketing plan set 1

ASSIGNMENT 5 – Due Week 6

Focus Your Product or Services

Business can lose focus and evaporate when they try to be everything to everybody. This is one of the most common startup mistakes – Your product or services cannot target everyone living in the United States from the age of 10 to 90. Focus your business and marketing strategies to one slice of the marketplace. Lets focus your product or service by defining the core questions below.

Your Assignment (Set 2)

1. Anticipated demand – Year 1?

What is the anticipated demand of your product? Do some statistical research and find out how big your market is. Based on these numbers how much will your customer buy in 6 months or 12 months? This is nothing more than an educated guess and something your investor will ask so don't just throw out a random number. Be ready to back it up with some research.

2. Anticipated growth potential Year 2 to 5?

What do you think your anticipated percentage growth will be 2 years from now? 3 years? 4 years? 5 years? What will drive this growth? Are there social trends that may have a positive affect on your business. Your investor will ask so don't just throw out a random number. Be ready to back it up with some research.

3. What is your market position?

Where do your products or services fit in the market? Are they high-end? low-cost? mass market? niche market? competitive or a low-cost alternative?

4. What is your unique selling position?

How will your products or service succeed in the market where others may have failed? What is your edge?

5. What is your pricing strategy?

How will you price your products or services? Does this price take into account all your costs including personal, start-up, operational, cash flow and working capital? Have you also allocated a profit margin in your costing?

6. Customer management

Bad service can break down a great product or service. How will you maintain a good relationship with your customers? What techniques will you use? How will you keep your customers coming back? Will you create customer service standards or code of practice?

7. Market research/environmental/industry analysis?

What statistical research have you completed to help you analyze your market? Detail the results of the market research you have performed. What is the size of the market? What recent trends have emerged in the market?

8. Startup costs

What do think your startup costs will be NOT including marketing costs? Come up with a preliminary number. Factor expenses such as contractor costs, rent, hosting, employees, supplies and any other relevant costs.

9. SWOT analysis

List each of your businesses Strengths, Weaknesses, Opportunities or Threats (S.W.O.T) in a table. Include a list of activities you will undertake to overcome your weaknesses and threats.

10. Anything else you would like to add?

Marketing plans are fluid. Feel free to add or replace any of the questions above and address the items you feel are the most relevant to your product or service.

IN CLASS

1. Present marketing plan set 2

ASSIGNMENT 6 – Due Week 7

Advertising and Promotion Tactics

The advertising and promotion section of your marketing plan describes how you're going to deliver your brand message to your target audience. There are thousands of different avenues available to you so it's critical that you consider the mediums that are most relevant to you. Is a \$100,000 television commercial really relevant to a mobile app innovation. How many mobile app TV commercials have you seen? Think relevancy!!!!!!!

Your Assignment (Set 3)

1. Marketing and Promotions activities/Launch Strategy

Create a table and timeline that outlines your marketing activities for the first year. This is your launch strategy. Ask yourself how you are going to create brand awareness in the marketplace with for your product or service. Is it print advertising? online advertising? SEO. SEM, social, direct mail, industry trade event, PR, events, blogs. Remember to include an approximate budget for each major marketing tactic? Your investor will want to know so try to make an educated guess.

WEEK 6 CASE STUDY

Download case study here <https://cb.hbsp.harvard.edu/cbmp/access/16954197>

Week 3: Assessing and Testing Ideas: Determining the Potential Value of Your Innovation Idea—And Making Sure You're Moving in the Right Direction

In this chapter you enter Week 3 of this 28-day program. During this week you'll find out whether the innovation idea you came up with during Week 1 does in fact have potential. You'll also learn how to design and run experiments that will help you address critical unknowns that could become deal breakers. By the end of this week, you'll know whether you're headed in the right direction or whether you need to tweak your innovation idea in ways that will increase your chances of success.

Your LORE Assignment

By the end of week 6 you must answer the following questions and post it on LORE.

Write your response in 3–5 paragraphs.

The Question: What did you learn from this case study? Share any relevant insight.

How can you apply what you learned into your innovation process.

Everyone must provide at least 1 feedback loop for a classmate by the end of week 7

IN CLASS

1. Present marketing plan set 3

ASSIGNMENT 7 – Due Week 8

Your Assignment (Set 4)

1. Combine your finished documents from previous weeks into one document
2. Make any changes to your marketing plan content based on what you have learned. Check your value proposition. Has it changed at this point? If so rework it.
3. Add a cover or title page to your marketing plan
4. Write a one-page executive summary highlighting areas of the plan that are particularly crucial to your investor. Include anything you feel has relevancy to your product or service. Discuss opportunities for growth. Discuss how your future success can be linked to the strategies found in the marketing plan.
5. Add a table of contents

IN CLASS

1. Present marketing plan set 4 (With the assumption that it is still a work in progress)
2. Discuss part 2 of the semester
3. Lecture: Investor presentation and proof-of-concept prototype
4. Shark Tank Series 1

ASSIGNMENT 8 – Due Week 9

Proof-of-concept Prototype

A proof-of-concept prototype for a product allows you to validate your idea and prove to an investor that your product actually works as described. It does not need to look exactly like your final product since the goal is to only prove it functions. Your prototype might be an actual working model, slick computer rendering, illustration, skit, video or any other creative possibility you can dream of. Consider your core “visual” essentials assignment from week.

An online innovation such as a mobile app might include a series of wireframes, design comps and functioning sections built in flash, HTML 5 or some other program that allows the investor to see interactivity.

A service innovation might include videos or presentation boards showing the servicing sequence or process.

The key is to be resourceful in the way the prototype is built. How you build it is totally up to you. The prototype adds validity not only to the product but also to you as a business person so make it count and put your WOW factor into it.

Keep in mind that potential investors or patent licensees will always ask you to show them how your product works. A proof-of-concept prototype will also be required if you plan on seeking a patent and will help your intellectual property attorney explain your innovation to get your patent claim.

Your Assignment

1. The next 4 weeks will be dedicated to the development of you proof-of-concept prototype and the final 3 weeks will be dedicated to developing your investor presentation. For our next class meeting you will need to come in with a plan for developing your prototype.
2. If your innovation is a product then bring in visuals, material descriptions, photos and anything you think you will need to build it.

3. If your innovation is a web product then bring wireframes, rough sketches, competitor screenshots, flow charts and any other type of visuals.
4. If your innovation is a service concept then bring in competitor videos, storyboards, photos and anything else you will use to develop your service prototype.

WEEK 8 CASE STUDY

Download case study here <https://cb.hbsp.harvard.edu/cbmp/access/16954197>

Week 4: Moving Forward—Honing Your Innovation Skills in Your Continuing Journey Toward Successful Innovation

During Week 4, the focus is on moving forward in your innovation journey. You'll learn how to maximize your chances of innovating successfully, how to meet the challenges of innovation within a corporate setting, and what you can do to continually improve your own—and others'—innovation skills.

Your LORE Assignment

By the end of week 8 you must answer the following questions and post it on LORE.

Write your response in 3–5 paragraphs.

The Question: What did you learn from this case study? Share any relevant insight.

How can you apply what you learned into your innovation process.

Everyone must provide at least 1 feedback loop for a classmate by the end of week 9