

Preface	xi
1. Introduction to Product Planning	3
Product Planning Defined	3
Product Planning Roles	4
Product, Service, or Both	5
What Is a Product?	6
Defining Product by the Nature of Innovation	6
Defining Product by the Nature of Market Demand	8
Defining Product by the Company's Internal Perspective	12
Defining What Is Meant by "New Product"	16
The Growing Emphasis on Product Planning	18
So Why Is Product Planning Difficult?	19
2. Strategy and Process	22
The Strategic Planning Process	22
New Product Strategy	23
The Product Development Process	25
Implementing a Product Development Process	31
Evaluating the Product Development Process	32
Initiatives to Reduce Cost or Time	37
3. Organizing People	39
Department Responsibilities	39
Interdepartmental Integration	40
Organization Structure	42
Team Types	44
Distinguishing the Core Team, Ad Hoc Team, and Extended Team	48
Team Roles	49
Factors for Team Effectiveness	50

4. Opportunity Identification	53
Sources of Opportunity	53
Segmentation of the Market and Technology	54
Market Segmentation	54
Empirical Methods for Market Segmentation:	
Similarity and Dissimilarity Analyses	58
Technology Segmentation	62
The Product Innovation Charter	62
Screening the PIC	65
Sample Market-Related Criteria	66
Sample Technology-Related Criteria	66
5. Concept Generation	68
The Product Concept Statement	68
Concept Generation Techniques	69
Needs Assessment	70
Scenario Analysis	72
Group Creativity	72
Attribute Analysis	74
Relationship Analysis	77
Lateral Search	84
Creativity	85
6. Concept Evaluation	90
Product Development Charter Review	90
Concept Testing	90
Scoring Models	92
Snake Plots	94
Financial Analysis	96
ATAR Model	96
Applying the ATAR Model to Other Business Contexts	99
Expected Commercial Value Approach	101
Summary	105
7. Technical Development	108
The Product Protocol	108
Themes Underlying "Design for Excellence" Engineering	110
Key Techniques to Aid Technical Development: Quality	
Function Deployment	119
The Theory of Innovative Problem-Solving	124

The Kano Model	125
Quantifying the Kano Model	127
Product Use Testing	128
Structuring a Product Use Test	130
8. Design	133
The Meaning of Design	133
Product Design Situations	135
Design Disciplines	137
Industrial Design	137
Graphic Design	139
Interior Design	140
9. Market Planning	143
The Situation Analysis	143
Industry Analysis	143
Competitor Analysis	147
Company Analysis	150
Customer Analysis	151
Sales Analysis	154
Marketing Objectives	154
Marketing Mix Activities	156
Key Product Issues	156
Key Distribution Issues	158
Key Promotion Issues	158
Key Pricing Issues	159
Estimating the Marketing Strategy Budget	159
Marketing Strategy Control	160
Entrepreneurship Thinking and Business Plan Development	161
10. Commercialization and Launch	164
Market Testing	164
Pseudo-Sale	164
Controlled Sale	165
Full-Scale	166
Understanding the Launch Phenomenon	167
The Launch Cycle	169
Prelaunch Preparation: Launch Control Protocol	171
Plotting the Launch Process	172
New Product Forecasting	174
New Product Forecasting Techniques	176

New Product Forecasting Accuracy	183
The New Product Forecasting Process	184
11. Life Cycle Management	188
The Product Life Cycle	188
Strategic Considerations During the Maturity Stage	190
Product Families, Product Platforms, and the Product Mix Map	192
Brand Management	193
A Brand Equity Framework	195
A Brand Decision Framework	201
The Brand-Switching Matrix	204
12. Global Issues in Product Planning	210
Overview of Global Considerations	210
Understanding Global Culture and Language	214
Global Product Development Teams	216
Sustainable Product Development	217
Base of the Pyramid Product Development	218
13. Legal and Public Policy Considerations for Product Planning	220
Intellectual Property	220
Patent	220
Trade Secret	222
Trademark Protection	222
Copyright Protection	223
Product Liability	224
Business Entity Formation	225
Public Policy Issues	228
Environmental Concerns	228
Product Performance and Customer Service	228
Morality	230
Managing Public Policy Issues	230
14. Product Planning Best Practices	232
In Search of Product Development Best Practices	232
APQC Benchmarking of Product Development Practices	235
PDMA Research on Product Development Practices:	
The Comparative Performance Assessment Study (CPAS) or PDMA Best Practices Study	236
PDMA's Outstanding Corporate Innovator Award	238

The Kahn, Barczak, Moss Best Practices Framework	240
The Continued Search for Product Development Best Practices	251
Index	257
About the Author	267