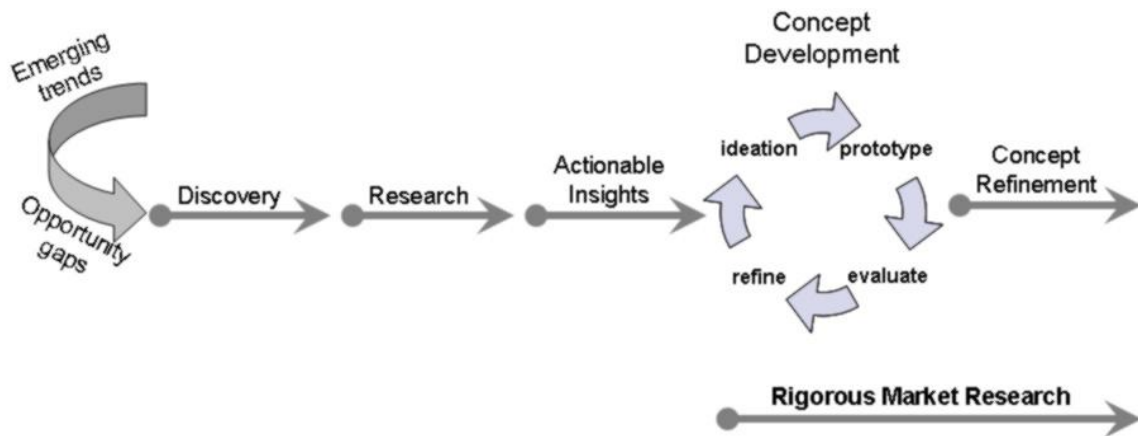
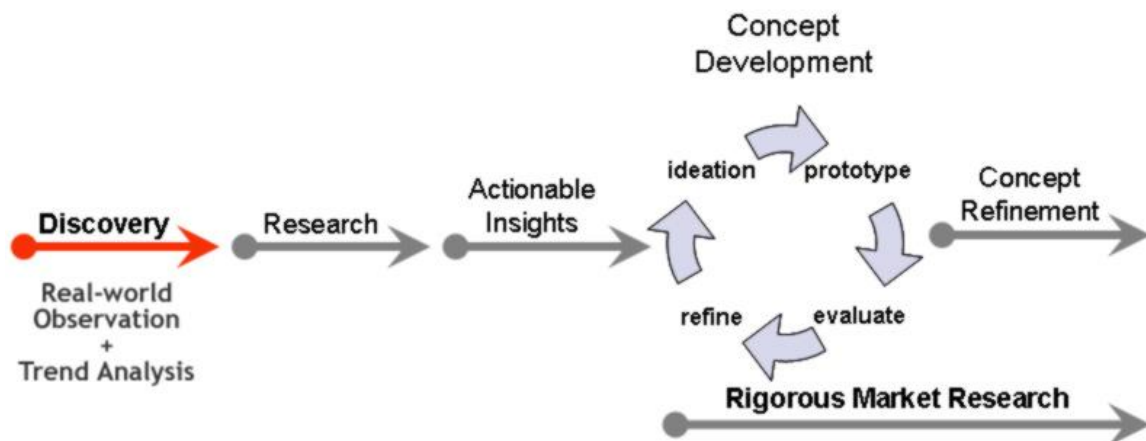


## A Model for New Product Development



## Discovery



### Goals of Discovery

1. Looking for the gaps between current products and what people really need and/or want
2. Exposing the 'work-arounds' and pain points with existing products

### Methods Used in Discovery

1. Observation of Real people in the real world doing what they really do!
2. Trend Analysis

### 3. Pop Literature Review

## ***Deliverables of Discovery***

1. Clear description of a **Product Opportunity**
2. Initial **Personas & Scenarios**

### **What is a Product Opportunity?**

- A gap between current products and people's needs and/or desires.
- Described in terms of the experience of using the product rather than a traditional set of product requirements

### **What is a Persona Profile?**

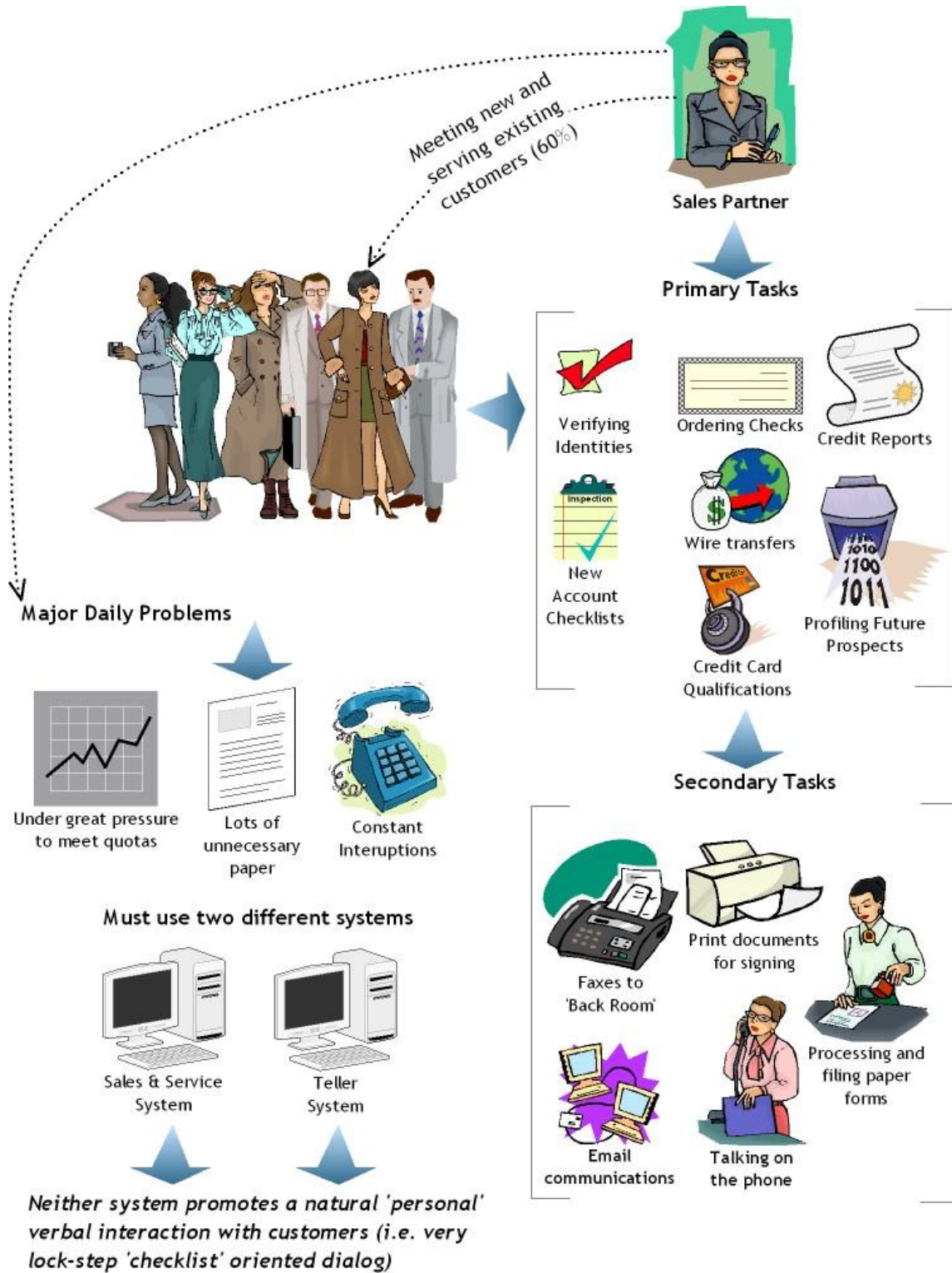
- A description that embodies the important characteristics of potential users or stakeholders

### **What is a Scenario?**

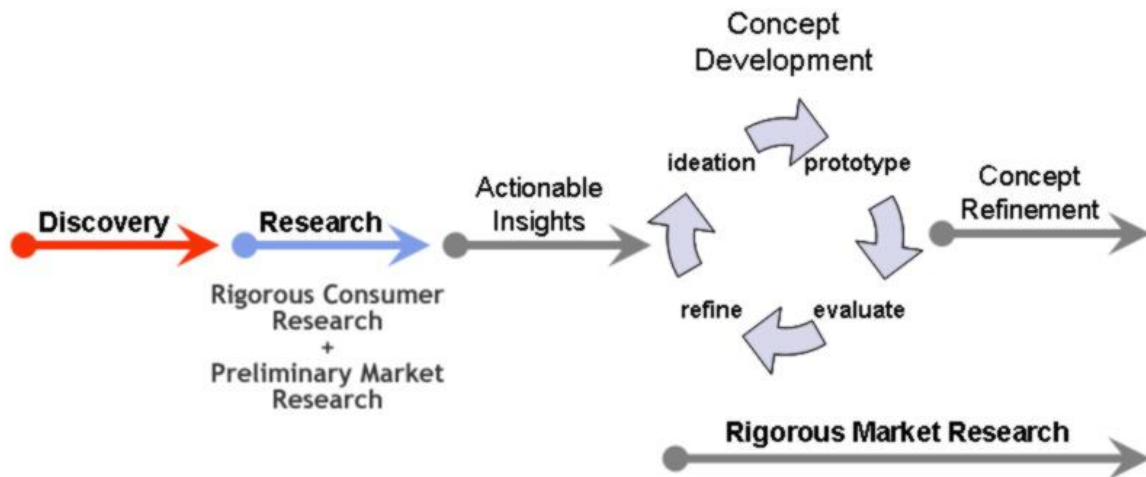
- A story intended to illustrate one or more **Personas** performing an activity
- Usually illustrates how deficiencies in a currently available products make the activity more difficult and/or less fun than it ought to be
- Captures the 'work-arounds' that people invent to achieve their goals with existing tools available to them

## What Does a Scenario Diagram Look Like?

### Scenario Diagram Example: Day in the life of a Banker



## Research



### **Research Goal**

Achieving a true understanding of what it will take to make the product experience valuable and appealing to the people who will be using it

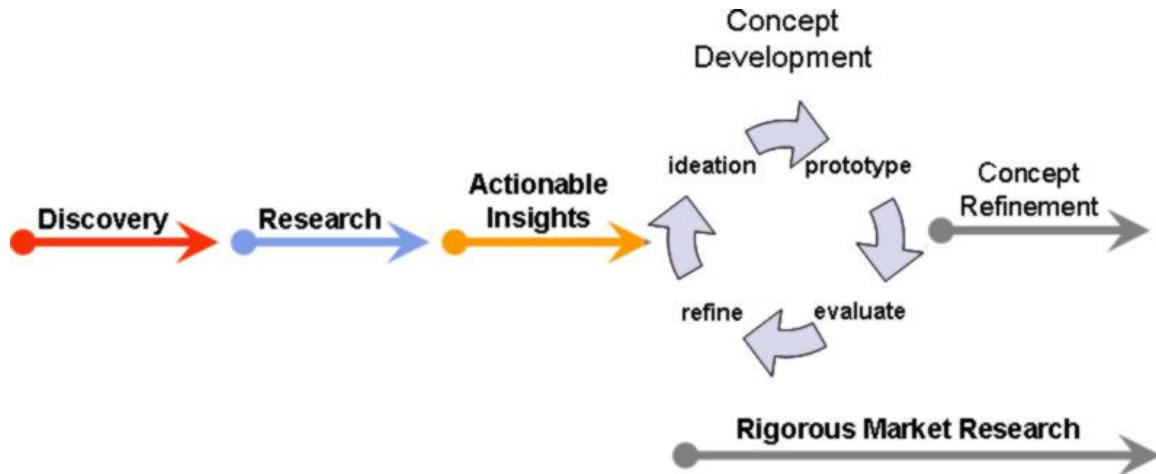
### **Methods Used in Research Phase**

1. Rigorous Observation (**Ethnography**)
2. Persona & Scenario Refinement
3. Initial Market Research
4. Human Factors Analysis
5. Questionnaire Pilot Testing
6. Usability Evaluation Planning

### **Research Deliverables**

1. Refined **Personas & Scenarios**
2. An initial assessment of potential market size and competitors
3. Results from questionnaire pilot testing
4. Initial Usability Testing Plan

## Actionable Insights



### ***Goal of Actionable Insights***

Making sense of Discovery & Research findings

### ***Actionable Insights Deliverables***

1. Articulation of **Value Opportunities**
2. Description of **Product Characteristics**
3. Market Insights from early Marketing Research

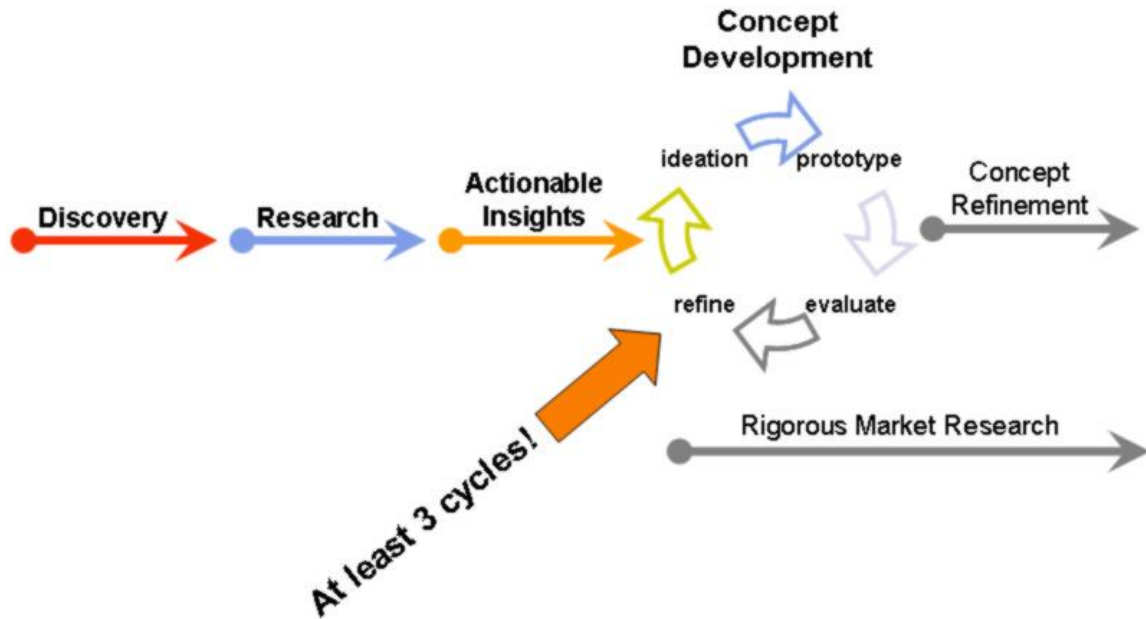
### **What are Value Opportunities?**

Value Opportunities are the things that will make the new product appealing: i.e. Useful, usable & desirable.

### **What is the Description of Product Characteristics?**

This is not a traditional Requirements Document, but rather documentation of some of the concrete product attributes that will delight customers.

## Concept Development



### Note:

*Concept Development is the so-called User-Centered Development Cycle. Many organizations get it wrong by starting here, ignoring the critical prior stages of Discovery, Research and formulating Actionable Insights.*

### **Goal of Concept Development**

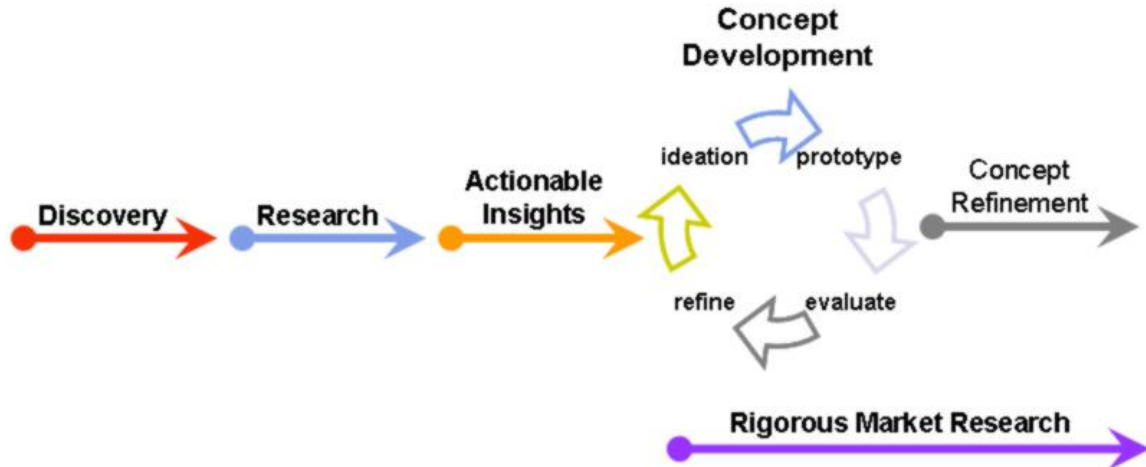
Transform **Value Opportunities** into actual **Product Concepts** and then reduce the list to one that is...

1. **Useful**
2. **Usable**
3. **Desirable**

### **Concept Development Deliverables**

1. Refined **Prototype**
2. **Product Concept**

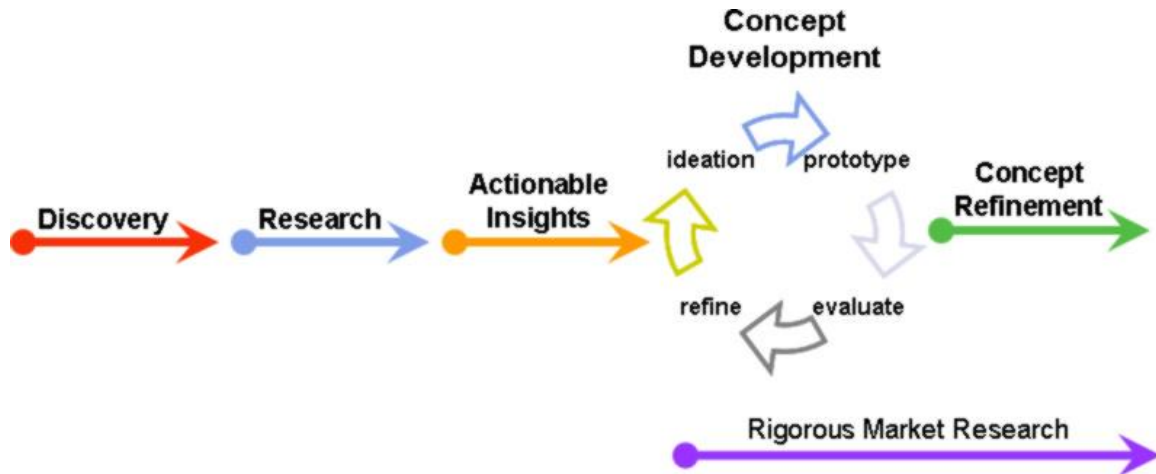
## Rigorous Marketing Research



### ***Rigorous Market Research Deliverables***

1. **Market Definition** (e.g. who is going to buy this product?)
2. **Pricing Model**
3. **Marketing Plan**
4. **Rollout Strategy**

## Concept Refinement



### Goal

Produce a **Refined Product Concept** that is—

1. Empirically certified as **useful, usable** and **desirable**
2. Patentable (if relevant)
3. Ready for **Implementation**

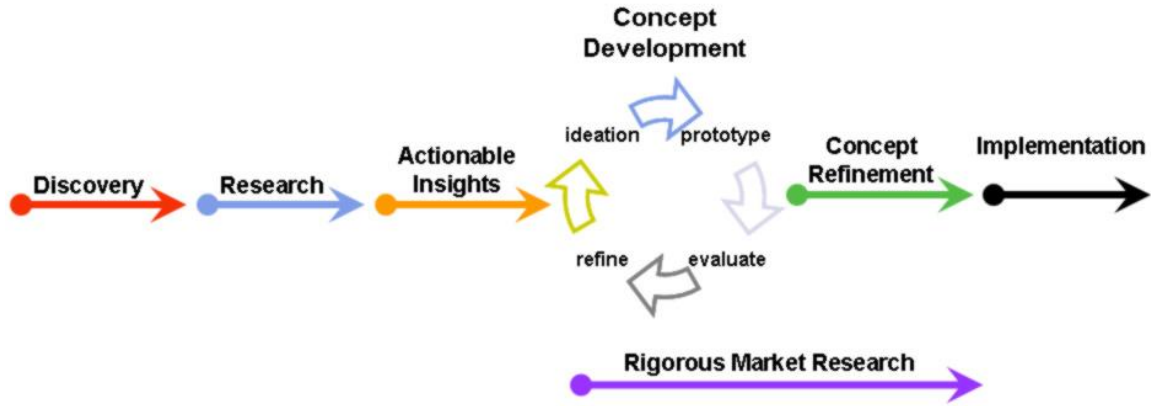
### Methods

1. Design
2. Usability Testing
3. Appeal Assessment
4. Depth Interviews
5. Engineering

### Concept Refinement Deliverables

Refined **Product Concept** with specs for form factor, aesthetic values, core technologies, materials & manufacturing

## Implementation



This is the point at which the 'Front End' is finished and development begins. Many organizations start here, but at a tremendous risk of product failure.