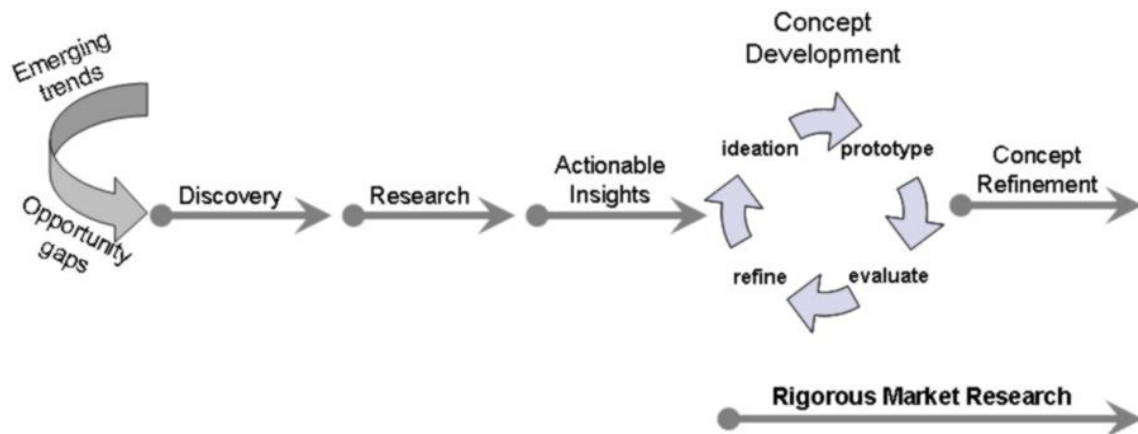
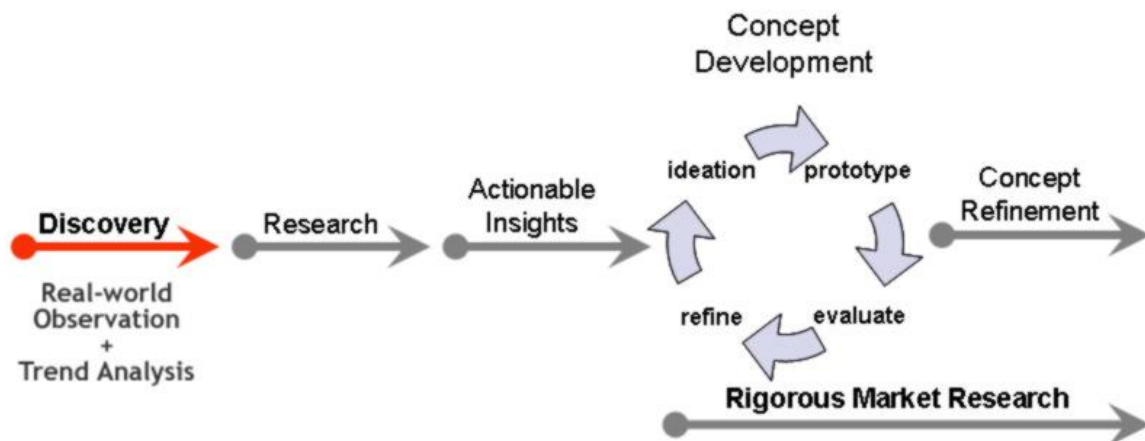


A Model for New Product Development



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?

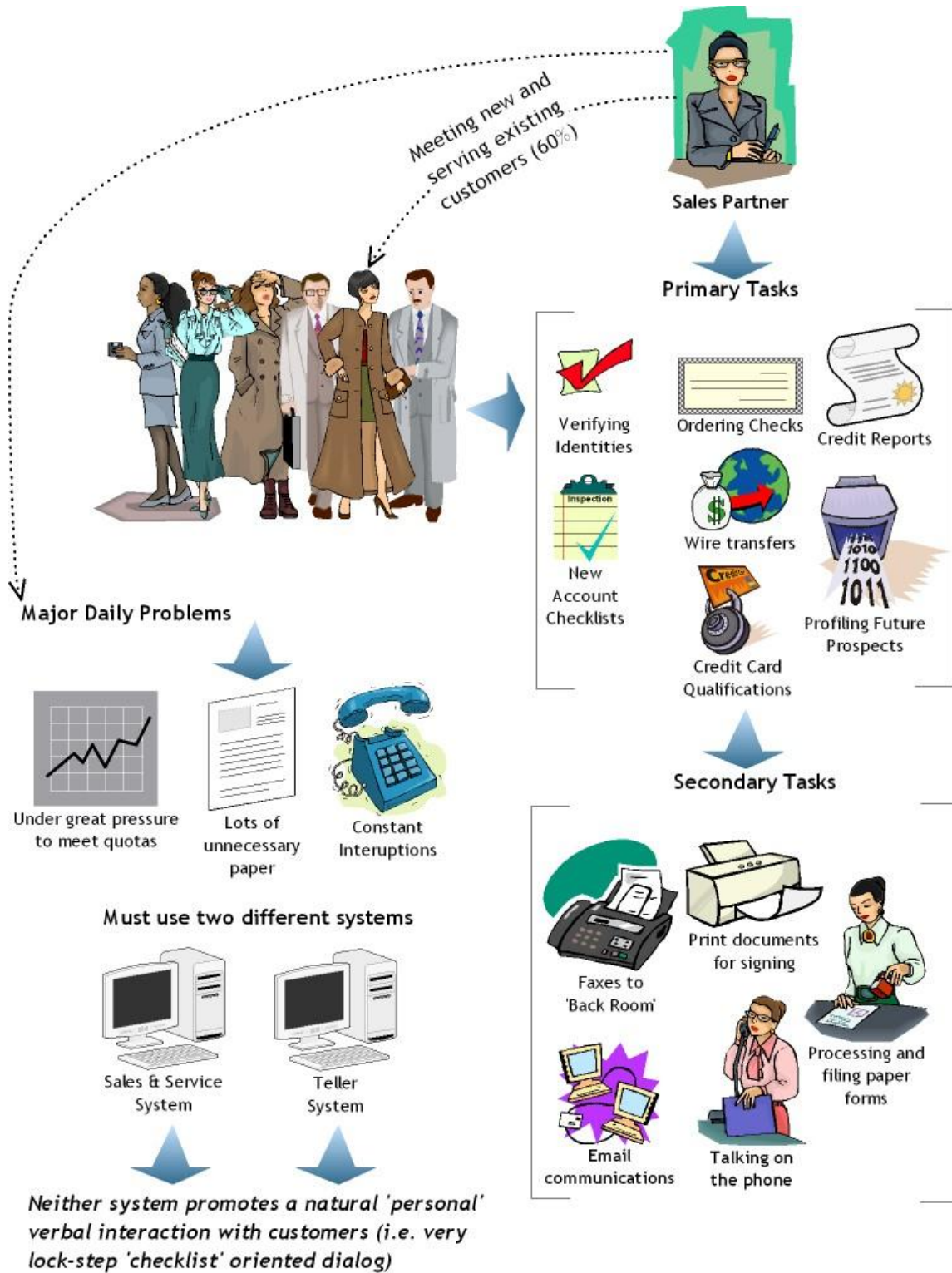
- A description that embodies the important characteristics of potential users or stakeholders

What is a Scenario?

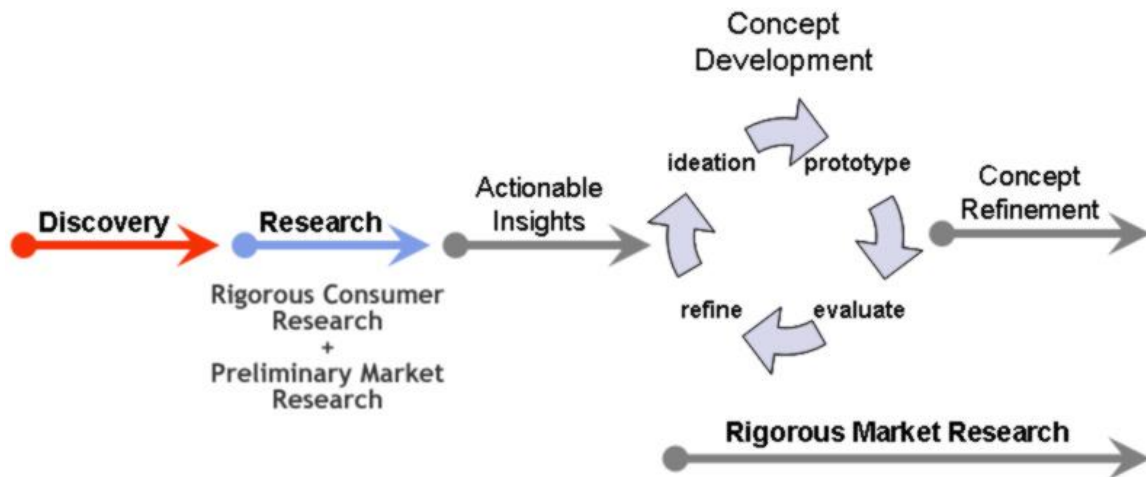
- A story intended to illustrate one or more **Personas** performing an activity
- Usually illustrates how deficiencies in a currently available products make the activity more difficult and/or less fun than it ought to be
- Captures the 'work-arounds' that people invent to achieve their goals with existing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

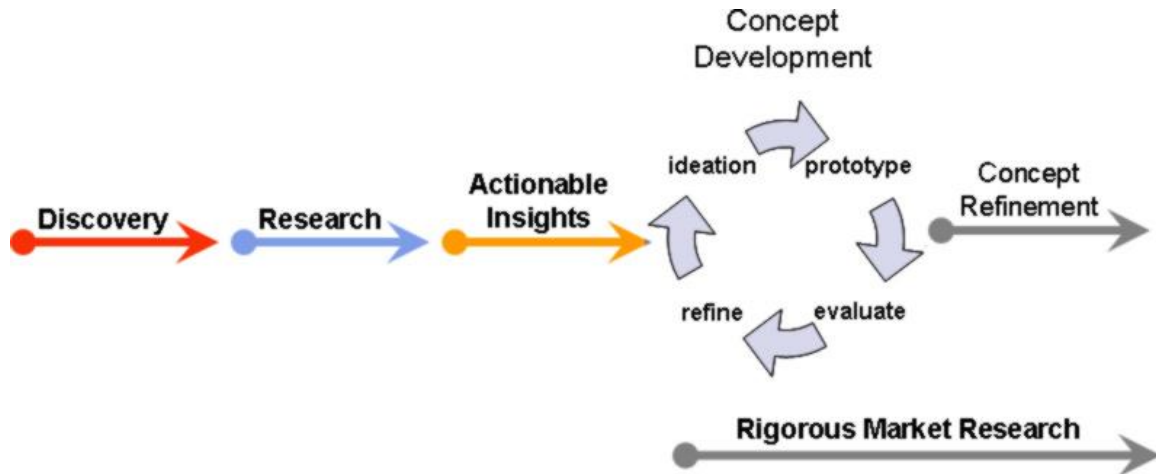
Methods Used in Research Phase

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

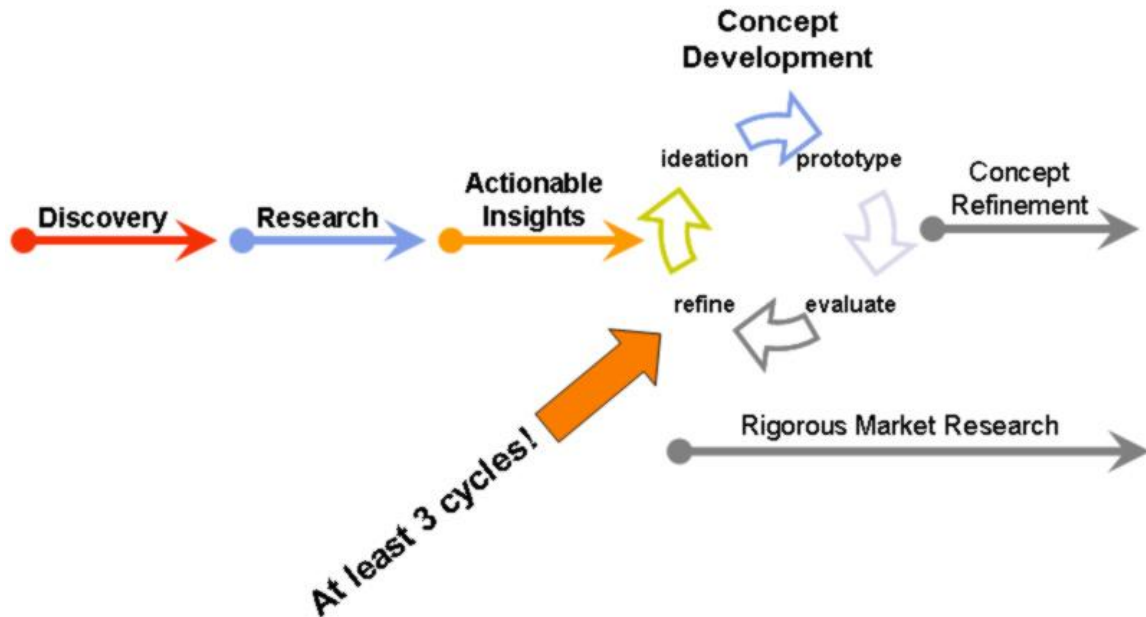
What are Value Opportunities?

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

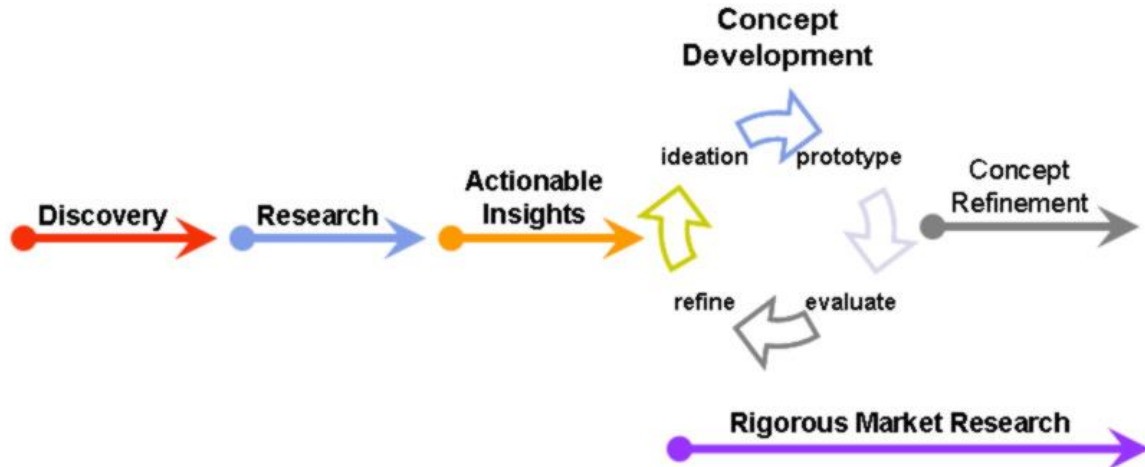
Transform **Value Opportunities** into actual **Product Concepts** and then reduce the list to one that is...

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

Concept Development Deliverables

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

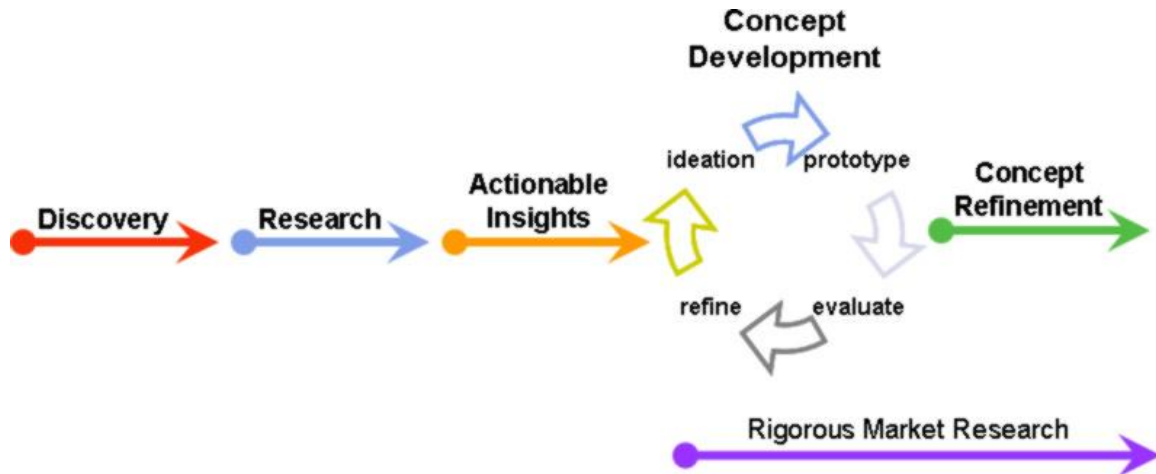
Rigorous Marketing Research



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**

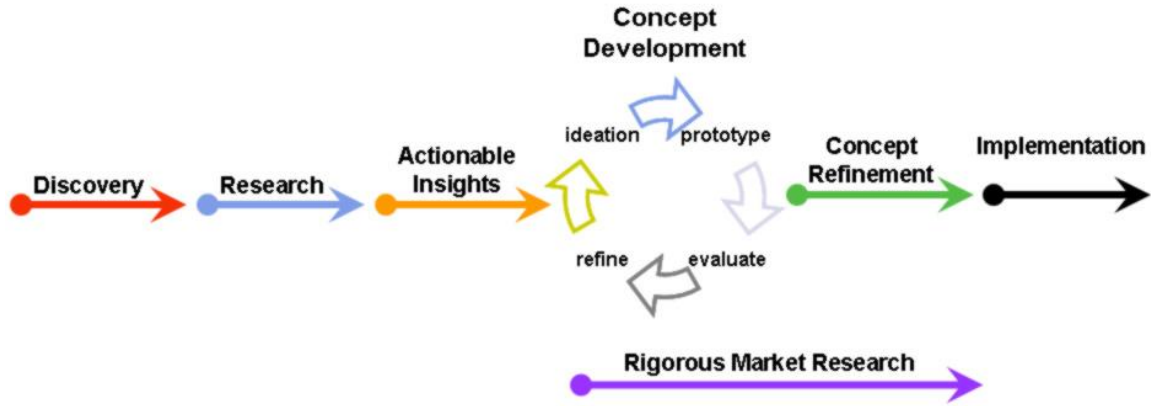
Methods

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.