

Chapter 1 : A contemporary approach to new product development | Knowledge Tank

In product development many tasks are unique, project requirements constantly change, and the outputâ€™thanks, in part, to the widespread use of advanced computer-aided design and simulation and.

It is the article titled: From the Harvard Business Review. These are mostly lean product development ideas. Especially good for managers and executives. Here are the fallacies or myths it mentions in one list: High utilization of resources will improve performance. Processing the work in large batches improves the economics of the process. Our plan is great; we just need to stick to it. The sooner the project is started, the sooner it will be finished. The more features we put into a product, the more customers will like it. We will be more successful if we get it right the first time. I wanted to discuss them some, with the hope that I might entice you to read, understand, and act on the article. High utilization â€™ Myth Ok, ceteris paribus other things being equal high utilization of the resources would be good. Lower cost per widget. But in knowledge work especially, we only deceive ourselves. First, it is often based on the false premise that knowledge workers are fundamentally lazy. Demoralized, demotivated â€™ maybe. Fix it another way, and we do in Scrum. Second, high utilization, as shown in the article, leads to low through-put from the system to us, the system is mainly the Team. Nothing gets delivered quickly. Well, it is much much more essential and critical than my capital letters imply. We barely have a glimpse, in my opinion, of how critical it is. And in how many ways it is critical. Once we recognize that, then we must struggle with seeing the utilization level, and adjusting it to the optimum level. We are not proposing super-low utilization. Just lower than we usually have, to enable faster through-put. We have some rough techniques for that in basic Scrum. As you become professional in using those techniques, you may want to fine-tune the techniques for each team. Again, the old pushing for high utilization by some managers is killing us. Managers should focus on speedy delivery of smaller things smaller releases. Large batches â€™ Myth It often feels as if we become more efficient with large batches. And, it is partly true in a way. But it is mostly false, and in all the important ways. Large batches tend to lead to silos. That means we tend not to work together as a team in all the bad ways we mean with that phrase. Large batches means that problems are hidden. And hidden problems are much harder to fix. And, in knowledge work, the bad news does not get better with age. Large batches means that things are not delivered quickly to the customer. And speedy delivery to the customer is essential. Large batches allows our knowledge a much greater opportunity to decay in value. In all the many different ways it can decay in value. And our work is done by very expensive people. The accumulated costs are huge. So, while it seems and is a bit more efficient in some ways to have large batches, in net the costs are higher.

Chapter 2 : Six Myths of Product Development - Business Briefings

"Six Myths of Product Development." RE. Harvard Business Review 90, no. 5 (May):

Michael Buenaventura March 31, The secret to developing a successful product is not in managing resources better, navigating schedules more accurately or even forecasting customer needs. Product development is not manufacturing or fabrication. In fact, thanks to computer simulation and the use of software, a physical end product is not even entirely necessary when developing a product. Take Walt Disney for example. It took time and one very special key ingredient: Voice of the Customer and Product Development Integrating customer support into new product development can be as simple as noting that good product design tends to reduce the need for customer service. However, customer support can also help satisfy some of the pillars of a Voice of the Customer VOC program, which illustrates customer needs as well as customer perceptions of performance. In fact, there is evidence to support the notion that customer service can inform product development. Goffin and New also found that using customer support in this way provides a competitive advantage as well as a marked increase in sales and earnings. Using Customer Support to Build a Better Product Customer support is at the forefront of the company-customer interaction. They hear the complaints and the rare compliment. Understanding the customer experience creates a wealth of information that can be used to build a better product. For example, when Intel started aligning their marketing, sales and service to fit with the needs its customer service representatives identified in a peer-to-peer study, the company reduced service call volumes by 20 percent and saw an increase in sales. Moreover, product development can work both ways. Building a Mutually Beneficial Relationship It is possible for a product development team to create a mutually beneficial relationship with the customer service department. A good example of this is Lenovo. The company made interdepartmental collaboration the standard for the way the company operates, and asked for input from all departments on how to make things better, be it the customer experience or something as different as an inventory management system. Lenovo found that this caused representatives to ask customers what they needed and then really listen to responses. This feedback was later relayed throughout the company, and customers could see it in action. Takeaway Does your customer service program help your company build better products or improve the customer experience? If you are not building intradepartmental collaboration between your customer service departments and your product development team, you are missing out on a significant opportunity to give your customers exactly what they want.

Chapter 3 : 6 Myths of Product Development - Lean Agile Training

Six Myths of Product Development. The Fallacies That Cause Delays, Undermine Quality, and Raise Costs. by Stefan Thomke and Donald Reinertsen MOST PRODUCT-DEVELOPMENT MANAGERS are always struggling to bring in projects on time and on budget.

Promotional writing, blog writing, branding copywriting and more. High standards and SEO qualified. A contemporary approach to new product development By Ankita Agarwal on February 6, New product development is an integral part of all businesses today. The markets are dynamic, competition is fierce and the consumers are highly aware; all these factors compel businesses to keep offering something new and more advanced to their target markets. There are high costs and risks to failure involved in NPD. The traditional objectives underlying NPD initiative Whenever a new product development initiative is planned by a firm, there are basically two objectives that need to be essentially served: These are the two basic objectives that traditionally every firm tries to focus upon and that is why a lot of time is often spent in designing strict time schedules and most cost-effective methods to NPD. It is important to focus upon these aspects, but certainly not at the cost of creativity and innovation required for NPD. It is important to adhere to strict schedules and minimize wastage but can there be any rigid schedules to new product development? It is important to understand that new product development is not about manufacturing the products. While manufacturing largely involves a set of repetitive processes, new product development hardly involves any repetitive procedures except the component manufacturing part. Thus, making the time schedules too rigid will not only hamper innovation and demoralize the workforce but may also result into a faulty outcome. Most companies commit the mistake of concentrating too much on streamlining NPD but innovation can never be streamlined. Contemporary approach to NPD Over the years, there have been many researches on deriving the best approach to new product development. Under PPP, a sequential approach was followed and the output of one process became the input for another. But it wasted lot of time as until and unless the previous process is not complete, the next cannot be started. Today, the NPD takes place into different processes running simultaneously rather sequentially. NPD now is a result of overlapping processes which may be undertaken by the firm itself or outsourced to a third party physically located into same or distant place. This saves a lot of time but it also gives scope to confusion and mismanagement. The companies today need to adopt a holistic approach towards new product development. Rather than undertaking NPD as different projects or processes and focusing on their respective time schedules and costs, it is important to integrate them into a single objective of delivering the best product in the most resource-friendly manner. Often a lack of communication or inefficient management of innovation disrupts the whole new product development initiative of the firm. The firms focus on strict deadlines and this many times deviate them from the basics of NPD. Thus, the firms must learn to differentiate between manufacturing and new product development and make their NPD initiative more flexible so that innovation can find its due space.

Chapter 4 : Experimentation - HBR

Publication Date: May 01, Many companies approach product development as if it were manufacturing, trying to control costs and improve quality by applying zero-defect, efficiency-focused.

Chapter 5 : 6 Myths of Product Development - Take 2 - Lean Agile Training

4/27/12 Six Myths of Product Development ' Harvard Business Review calendrierdelascience.com' myths'of'product'development/ar/pr 3/8 naturally led to high utilization.

Chapter 6 : Growing Teams and Leaders - Six Myths of Product Development

HBR's 10 must reads on innovation. The negative effects of 6 fallacies about product development are explained, and practical suggestions to overcome them will help companies to avoid the mistakes and keep projects on track.

Chapter 7 : The Relationship between Customer Support and Product Development - TaskUs

Here is an HBR article: Six Myths of Product Development. By Stefan Thomke and Donald Reinertsen. Here are the fallacies (or myths) in one list. High utilization of resources will improve performance.

Chapter 8 : First Look: May 8

Many companies approach product development as if it were manufacturing, trying to control costs and improve quality by applying zero-defect, efficiency-focused techniques.

Chapter 9 : Six Myths of Product Development - Lean Agile Training

Six Myths of Product Development If you're involved in any kind of software development work, I highly recommend the Harvard Business Review article Six Myths of Product Development (it's paywalled, but keep reading"Â!).