

Executive overview

Growth and success are based to a large extent on an organization's ability to introduce new and develop existing services and products. While a natural market may exist for some essential needs (for example food and clothing), for many a market has to be created. In either case, most organizations have changed from an ad hoc approach to the planning of new services and products in the past, to one that is an organized activity involving a procedural cycle from generating ideas through to market launch. Here we examine the procedures involved and some of the important issues to be considered for both new and existing services and products.

This chapter covers the following topics:

- The research and development process from the phase of generating ideas through to final design.

- The key issues and considerations in service/product design including life cycles, portfolio analyses and design contributions to help support different service/product market segments.

- The input of technology, techniques and approaches related to design including standardization, modular design, Taguchi methods, value engineering, value analysis, simultaneous engineering and variety reduction.