

Innovation Management And New Product Development Trott

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In today's rapidly evolving marketplace, staying ahead of the competition requires more than just maintaining existing products and services. It demands a strategic approach to innovation management and a structured process for new product development. The concept of the Trott—a comprehensive framework for navigating the complexities of innovation—has gained prominence among industry leaders, entrepreneurs, and innovation professionals alike. This article explores the nuances of innovation management, delves into the Trott methodology for new product development, and provides insights into how organizations can leverage these strategies to foster growth, sustainability, and competitive advantage.

Understanding Innovation Management

Innovation management refers to the systematic process of guiding, implementing, and controlling innovations within an organization. It encompasses everything from idea generation and screening to commercialization and continuous improvement. Effective innovation management ensures that an organization can capitalize on new ideas, adapt to changing market demands, and sustain long-term growth.

Key Components of Innovation Management

- Idea Generation:** Cultivating a culture that encourages creativity and open-mindedness to generate new ideas.
- Idea Screening:** Filtering ideas based on feasibility, market potential, and strategic alignment.
- Development and Testing:** Transforming promising ideas into prototypes or pilot projects for testing and validation.
- Commercialization:** Launching new products or services into the market with appropriate marketing and distribution strategies.
- Monitoring and Feedback:** Continuously tracking performance and gathering customer feedback for ongoing improvements.

Benefits of Effective Innovation Management

- Accelerates time-to-market for new products
- Enhances competitive positioning
- Promotes organizational agility and adaptability
- Fosters a culture of continuous improvement
- Drives revenue growth and market share expansion

The Concept of the Trott in New Product Development

The Trott framework, named after innovation expert David Trott, offers a structured, step- by-step approach to managing the

complexities of new product development. It 2 emphasizes clarity, discipline, and strategic alignment throughout the innovation journey. The Trott methodology helps organizations reduce risks, optimize resource allocation, and increase the likelihood of successful product launches. The Core Principles of the Trott Framework - Clarity of Purpose: Clearly define the problem to be solved or opportunity to be seized. - Structured Process: Follow a methodical sequence of stages to ensure thorough evaluation and development. - Customer-Centric Approach: Focus on customer needs, feedback, and validation at every step. - Iterative Development: Use cycles of testing and refinement to improve the product continuously. - Alignment and Communication: Ensure all stakeholders are aligned and informed throughout the process. The Stages of the Trott Method for New Product Development 1. Opportunity Identification - Conduct market research to uncover unmet needs or emerging trends. - Generate ideas based on customer insights, technological advancements, or competitive gaps. 2. Concept Development and Screening - Develop initial concepts or value propositions. - Screen ideas based on strategic fit, technical feasibility, and potential ROI. 3. Business Analysis and Planning - Perform detailed cost, revenue, and risk analysis. - Create a business plan outlining resources, timelines, and go- to-market strategies. 4. Product Design and Prototyping - Design the product or service, emphasizing user experience and functionality. - Build prototypes or minimum viable products (MVPs) for testing. 5. Testing and Validation - Gather customer feedback through pilot programs or beta testing. - Refine the product based on insights and user input. 6. Commercialization and Launch - Develop marketing, sales, and distribution plans. - Launch the product to the target market with supporting campaigns. 7. Post-Launch Review and Continuous Improvement - Monitor performance metrics and customer satisfaction. - Implement iterative improvements based on real-world usage. Integrating Innovation Management with the Trott Framework Combining robust innovation management practices with the structured Trott approach creates a powerful synergy that enhances an organization's ability to innovate effectively. Here's how integration can be achieved: Establishing a Culture of Innovation - Promote openness to new ideas across all levels of the organization. - Encourage cross- functional collaboration to foster diverse perspectives. - Recognize and reward innovative efforts and success stories. 3 Aligning Strategic Goals with Innovation Processes - Ensure innovation initiatives support the overall business strategy. - Set clear innovation KPIs to track progress and impact. - Use the Trott framework as a standard process for new product development projects. Implementing Agile and Lean Principles - Adopt

iterative cycles for rapid testing and learning. - Minimize waste by focusing on high-value activities during development. - Foster flexibility to pivot or iterate based on market feedback. Case Studies: Successful Application of Innovation Management and Trott Tech Industry: Launching a New Software Solution A leading software company adopted the Trott framework to develop a new cloud-based platform. By integrating innovation management strategies, they fostered a culture of continuous idea generation and validation. The structured stages of Trott allowed them to quickly prototype, test with early adopters, and refine their product. As a result, they achieved a successful launch within 12 months, surpassing revenue expectations and gaining a competitive edge. Consumer Goods: Developing a Sustainable Product Line A consumer goods manufacturer used the Trott method to explore eco-friendly packaging options. Through rigorous screening and customer validation, they identified high-potential ideas aligned with their brand values. The iterative development process helped them create a line of sustainable products that resonated with environmentally conscious consumers, boosting brand loyalty and market share. Best Practices for Effective Innovation and Product Development - Foster an Innovation-Friendly Culture: Encourage experimentation and tolerate failure as part of learning. - Engage Customers Early: Involve users in testing and feedback to ensure market fit. - Leverage Cross-Functional Teams: Combine expertise from marketing, R&D, engineering, and sales for holistic development. - Prioritize Ideas Based on Strategic Fit: Use clear criteria to select projects with the highest potential. - Utilize Technology and Tools: Implement project management, collaboration, and analytics tools to streamline processes. 4 Conclusion Innovation management and the Trott framework are vital components of a successful new product development strategy. By systematically managing ideas, aligning efforts with strategic goals, and following a disciplined development process, organizations can reduce risks, accelerate time-to-market, and create products that truly meet customer needs. Embracing these methodologies enables companies to stay agile in a competitive landscape, foster a culture of continuous innovation, and sustain long-term growth. As markets continue to evolve, mastering innovation management and leveraging structured frameworks like Trott will remain essential for organizations aiming to lead and succeed. QuestionAnswer What are the key principles of Trott's approach to innovation management? Trott emphasizes a systematic, structured approach to innovation that integrates creativity with rigorous project management, focusing on idea generation, screening, development, and commercialization to ensure successful new

product development. How does Trott's model facilitate effective new product development? Trott's model provides a clear framework that guides organizations through stages such as opportunity identification, concept development, business analysis, and market launch, enabling better coordination, risk management, and resource allocation. What role does cross-functional teamwork play in Trott's innovation management framework? Cross-functional teamwork is central in Trott's framework, as it encourages collaboration among departments like R&D, marketing, and manufacturing to foster diverse perspectives, enhance idea quality, and accelerate development processes. How can organizations implement Trott's principles to boost innovation performance? Organizations can adopt Trott's structured stages, promote a culture of continuous idea generation, invest in project management tools, and ensure leadership commitment to effectively manage and execute new product development initiatives. What are common challenges in applying Trott's innovation management practices? Common challenges include resistance to change, inadequate resource allocation, difficulty in idea screening, and maintaining alignment among cross-functional teams, which can hinder the smooth progression of new product development. How does Trott suggest balancing creativity and control in innovation management? Trott advocates for a balanced approach where creativity is encouraged in the early stages of idea generation, followed by systematic evaluation and control mechanisms during development to ensure practical and market-ready innovations. 5 What recent trends are influencing Trott's approach to innovation management? Emerging trends such as digital transformation, open innovation, agile methodologies, and data analytics are enhancing Trott's framework by enabling faster idea validation, collaborative development, and more informed decision-making processes. Innovation Management and New Product Development Trott: Navigating the Complexities of Modern Innovation In today's hyper-competitive global marketplace, the capacity for organizations to innovate effectively has become a critical determinant of success. The terms innovation management and new product development trott are often discussed in strategic planning, academic research, and industry practice, yet their intricacies and interconnectedness demand a comprehensive exploration. This article delves into the core principles, challenges, methodologies, and emerging trends surrounding innovation management and the nuanced "trott"—a colloquial term for the often unpredictable and iterative process—within new product development (NPD). --- Understanding Innovation Management Innovation management encompasses the systematic processes by which organizations foster,

develop, and implement new ideas to generate value. It is a multidisciplinary approach that combines strategic planning, organizational culture, resource allocation, and technological development to sustain competitive advantage. Core Objectives of Innovation Management - Fostering a Culture of Innovation: Encouraging creativity and risk-taking across all organizational levels. - Streamlining Idea Generation: Establishing channels for continuous idea collection from internal and external sources. - Managing the Innovation Portfolio: Balancing incremental and radical innovations to optimize resource use. - Accelerating Time-to-Market: Reducing delays from concept to commercialization. - Ensuring Strategic Alignment: Connecting innovation efforts with overarching business goals. The Innovation Management Lifecycle 1. Idea Generation: Utilizing techniques such as brainstorming, crowdsourcing, and open innovation platforms. 2. Idea Screening: Filtering ideas based on feasibility, market potential, and strategic fit. 3. Concept Development & Testing: Refining ideas into prototypes or detailed concepts. 4. Business Analysis: Conducting market research, financial modeling, and risk assessment. 5. Product Development: Designing, engineering, and producing prototypes. 6. Market Testing: Gathering customer feedback and refining the product. 7. Commercialization: Launching the product and scaling production. 8. Post- Launch Review: Monitoring performance and iterating as necessary. --- Innovation Management And New Product Development Trott 6 New Product Development (NPD) Trott: An Unpredictable Journey While structured processes guide NPD, the reality often resembles a "trott"—a colloquial term for a bumpy, unpredictable, and iterative journey. Recognizing and managing this trott is essential for innovation success. The Nature of the Trott in NPD The NPD trott is characterized by: - Uncertainty: Market demands, technological feasibility, and customer preferences constantly evolve. - Iteration: Multiple cycles of testing, feedback, and redesign are common. - Resource Constraints: Limited budgets, time pressures, and talent availability influence decision-making. - Cross-Functional Complexity: Coordination across R&D, marketing, manufacturing, and supply chain adds layers of complexity. - External Influences: Regulatory changes, competitive actions, and economic shifts can disrupt plans. Common Challenges in Navigating the Trott - Scope Creep: Uncontrolled expansion of project scope leading to delays and cost overruns. - Over-optimization: Focusing too early on efficiency can stifle creativity and flexibility. - Insufficient Customer Feedback: Missing early user input results in misaligned products. - Technological Risks: Unproven technologies may cause setbacks. - Organizational Resistance: Internal inertia can hinder adaptation to change. ---

Strategies for Managing Innovation and the NPD Trott Successful organizations adopt a mix of strategic, tactical, and cultural approaches to handle the complexities inherent in innovation management and new product development. Implementing Agile Methodologies Agile practices promote flexibility, rapid iteration, and customer-centric development, essential for navigating the trott. Key principles include:

- Short development cycles (sprints)
- Continuous feedback loops
- Cross-functional collaboration
- Early and frequent testing

Adopting Open Innovation Leveraging external ideas, partnerships, and crowdsourcing can diversify the innovation pipeline and reduce internal risks. Innovation Management And New Product Development Trott 7 Developing a Robust Innovation Portfolio Balancing incremental, adjacent, and radical innovations allows organizations to manage risk and reward effectively.

- Incremental Innovations: Small improvements enhancing existing products.
- Adjacent Innovations: Expanding into related markets or technologies.
- Radical Innovations: Breakthroughs that redefine markets.

Utilizing Stage-Gate Processes Wisely While stage-gate models provide structure, they must be flexible enough to accommodate the iterative nature of the trott. Incorporating feedback and revisiting earlier stages can prevent bottlenecks. Fostering a Culture of Resilience and Learning Encouraging experimentation, accepting failures as learning opportunities, and maintaining open communication facilitate adaptation during turbulent development phases.

--- Emerging Trends and Future Outlook The landscape of innovation management and NPD is continually evolving, shaped by technological advancements and changing market dynamics.

- Digital Transformation and Data-Driven Innovation - Use of big data analytics to identify market trends and customer needs.
- AI-driven idea screening and prototype testing.
- Virtual prototyping and simulation reducing time and cost.

Customer-Centric and Co-Creation Approaches - Integrating customer feedback early in the process.

- Collaborating with users and communities for co-creation.
- Personalized product development driven by data insights.

Sustainability and Social Innovation - Embedding sustainability principles into innovation strategies.

- Developing products that address social challenges, enhancing brand reputation and compliance.

Innovation Ecosystems and Open Platforms - Building networks of startups, universities, suppliers, and other stakeholders.

- Creating open innovation platforms to accelerate idea exchange and commercialization.

--- Innovation Management And New Product Development Trott 8 Conclusion: Navigating the Trott with Strategic Insight and Flexibility Innovation management and new product development are inherently complex, often resembling a trott—full of unforeseen twists and

turns. Organizations that succeed are those that recognize the unpredictable nature of the process and adopt agile, resilient strategies. By fostering a culture of experimentation, leveraging technological tools, and maintaining strategic clarity, companies can steer through the bumps and harness the full potential of innovation. The future of innovation management lies in embracing digital transformation, promoting openness and collaboration, and aligning innovation efforts with societal values such as sustainability. While the trott may never be entirely smooth, a proactive, adaptive approach ensures that organizations not only survive but thrive in the dynamic landscape of modern innovation. --- In summary, mastering innovation management and navigating the NPD trott requires a nuanced understanding of processes, challenges, and emerging trends. Success hinges on agility, collaboration, and a relentless focus on customer value—traits that enable organizations to turn unpredictable journeys into competitive advantages. innovation management, new product development, Trott, product innovation, R&D management, innovation strategy, creative process, product lifecycle, technological innovation, innovation frameworks

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NEW PRODUCT DEVELOPMENT-A FMCG PERSPECTIVE
The PDMA Handbook of Innovation and New Product Development
Theory of New Product Development and Its Applications
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New Product Development Lean, Rapid and Profitable New Product Development The PDMA ToolBook 1 for New Product

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although many companies have introduced product innovation processes they are still struggling to achieve the financial results they expected this book shows how to properly balance the need for speed with the drive for profitability it demonstrates how to maximize the value of a new product portfolio how to streamline the product innovation process and how to achieve growth that is both profitable and sustainable new product success is not simply about developing new products that sell it's about getting them to market quickly with the lowest cost and the highest return dr robert g cooper and dr scott j edgett use their latest research and draw upon their combined 60 years of experience in the field to show you what the companies that continuously win at new products are doing top performers have discovered how to properly balance the need for speed with profitability with a new process they call nexgen tm stage gate r dr cooper and dr edgett show precisely how you can ensure that your innovation is not only lean and rapid but profitable as well for more information visit stage gate com

alle stadien der produktentwicklung von der idee über konzept design und produktion bis hin zur vermarktung und wartung werden in diesem band zusammenfassend abgehandelt sie finden auch hinweise zum benchmarking des entwicklungsprozesses und zum management des produktportfolios die autoren sind mitglieder der product development and management association pdma und kommen von unternehmen wie 3m at t oder kpmg peat marwick

in food product development as in all new product development time is money this is the first book that describes and explains food development from the point of view of the consumer rather than from the top down approach innovative development starts with the consumers and makes use of new disrupting technologies to describe the process combining research from experienced and international top quality contributors it defines the more nuanced development solutions that are becoming available coverage includes the use of artificial intelligence big data and other new technologies that add to the new product development npd process and help to create successful products with shorter lead times it includes case studies from around the world that consider aspects of consumer behaviour as well as consumer responses to market research aimed at all those involved in new product development e g marketing personnel food engineers and manufacturers as well as food scientists this book will provide a fascinating insight into this exciting area of research

new product development fmcc perspective is the first of its kind in the indian context it helps students academicians and corporate personnel alike in developing and launching new products in the marketplace the following aspects are covered how does one develop new products what are the methods to measure the success of new products how is developing new products in an entrepreneurial company different what are the key factors that contribute to the success of new products in the marketplace the author s fifteen years of experience in the fmcc industry have contributed to the content for this book

the pdma handbook of innovation and new product development state of the art overview of all aspects of new product development from start to finish the product development and management association pdma handbook of innovation and new product development provides an exceptional review of cutting edge topics for both new and experienced product development leaders and academics interested in emerging research offering a comprehensive and updated guide to the practices processes and tools critical to achieving and sustaining new product service development success in today s world and delivering valuable information on the fundamentals as well as emerging practices this edition is completely revised to include 32 new and refreshed chapters on topics including creating successful innovation sustainable new product development npd digital transformation of npd the changing role of design thinking market forecasting and much more in the product development and management association pdma handbook of innovation and new product development

readers can expect to find specific information on what separates the winners from the losers when it comes to new products plus what drives new product success from a holistic standpoint effective front end innovation practices portfolio management for product innovation and identifying significant new business opportunities obtaining customer needs for product development harnessing user research for product innovation and making market analytics work for you design thinking artificial intelligence and new product development the 4th edition of the product development and management association pdma handbook of innovation and new product development is an essential reference for anyone with responsibility for product development activities from novices looking for fundamentals to experts seeking insights on emerging concepts and is relevant for all functions and all industries the product development and management association pdma is a global community connecting thousands of members whose skills expertise and experience power the most recognized and respected innovative companies in the world pdma s unique triad of members include product development and management practitioners academics and service providers in a variety of industries and knowledge areas including new product process strategy innovation market research tools and metrics organizational issues and portfolio management

a product which can be a physical object or a service should be functional and emotional to satisfy the customer s need and to offer value be delivered as the way customer demanded also it has to include other specific elements like providing customer services new product is the result of a creative and unique idea that is able to make consumers satisfied in the process of new product development it should not be thought that the change will only be on product physically but also on every aspect of the product the difference between ideas increases production of different goods the different kind of goods can positively affect the customers opinion about a business when a new business starts to produce a product which satisfies customer s need then the demand of competitor s product which was already in the market may be decreased establishment of new product development npd departments and their direct influence in the production process is crucial for businesses they can determine demand and needs of consumers by applying different theories these theories can be classified as i product service systems ii the kano model iii conjoint analysis iv the product value matrix and v quality function deployment

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new product development is one of the most important challenges facing organizations today the product development and management association pdma handbook of new product development 3rd edition provides an exceptional review of cutting edge topics for both new and experienced product development leaders it offers a comprehensive and updated guide to the practices processes and tools critical to achieving and sustaining new product service development success in today s world delivering valuable information about the fundamentals as well as emerging practices such as venturing virtual product development and the use of social media in npd as the premier global advocate for professionals and organizations working in the fields of new product service development pdma has assembled in the handbook unique content on the critical aspects of product development success including its 2012 best practices research lessons learned from its outstanding corporate innovator award winners and keys to success from organizations with proven innovation track records the 3rd edition is an essential reference for anyone with responsibility for product development activities from novices looking for fundamentals to experts seeking insights on emerging concepts and is relevant for all functions and all product service industries

new product development npd is about the ideation formulation and implementation of new and superior solutions in the market beyond the obvious need for organizations to innovate in order to compete embedded in any npd program are knowledge technological expertise and the social networks that convert these capabilities into offerings that create value at every level for customers industries communities and regions this volume provides an array of knowledge perspective in npd across multiple levels of analysis and geographic regions including europe the united states china japan and india to explore the dynamics of npd in today s global environment presenting case studies from such industries as ict services semiconductors software development bio technology higher education and even safety for children s toys and drawing from a variety of theoretical perspectives including technology and knowledge management sociology economic geography and organizational behavior the authors highlight critical success and failure factors in npd among the topics covered new product development teams including multi functional and multi site teams de localization and off shoring of tasks and

processes individual competencies and organizational capabilities university industry interactions high tech clusters and technology transfer technology policy

today a company's capability to conceive and design quality prototypes and bring a variety of superior products to market quicker than its competitors is increasingly the focal point of competition contend leading product development experts steven wheelwright and kim clark drawing on six years of in depth systematic worldwide research they present proven principles for developing the critical capabilities for speed efficiency and quality that have worked again and again in scores of successful japanese american and european fast cycle firms the authors argue that to survive let alone succeed today's companies must construct a new platform with new methodologies on which they can compete using their model for development strategies wheelwright and clark show that firms can create a solid architecture for the integration of marketing manufacturing and design functions for problem solving and fast action particularly during the critical design build test cycles of prototype creation they demonstrate further how successful firms such as honda in automobiles compaq in personal computers applied materials in semi conductors sony in audio equipment the limited in apparel and hill rom in hospital beds have employed recent methodologies to bring new products to market at break neck speed such innovations include design for manufacturability quality function deployment computer aided design and computer aided engineering finally wheelwright and clark emphasize the importance of learning in the organization companies that consistently design it right the first time and follow a path of continuous improvement in product and process development have a formidable edge in the crucial race to market

new products are the major driver of revenue growth in today's dynamic business environment in this handbook the world's foremost experts on new product development bring together the latest thinking on this vitally important topic these thought leading authors organize knowledge into useful and insightful frameworks covering all aspects of new product development companies collaborators customers context markets and performance managers will benefit from the handbook by expanding their knowledge of new product development and researchers will learn about opportunities to continue expanding on this body of knowledge

the global consumer product market is exploding in 2006 alone 150 000 new products were brought to market now for the bad news of those fewer than 5 were hits and fewer than 15 will even exist five years from now written for small business owners and entrepreneurs looking for an inside track on new product development new product development for dummies offers you a unique opportunity to learn from two consummate insiders the secrets of successfully developing marketing and making a bundle from a new product or service you learn proven techniques for sizing up market potential and divining customer needs you get tested in the trenches strategies for launching a new product or service and you get a frank in depth appraisal of the most challenging issues facing new product developers today including the need to collaborate with global partners optimizing technology development for a 21st century marketplace getting start up capital in an increasingly competitive environment and much more key topics covered include developing a winning npd strategy generating bold new ideas for products and services understanding what your customers really want keeping projects on track on budget and on time building effective cross functional teams planning and executing a blockbuster launch collaborating with global partners maximizing your chances for success no matter what size or type of business you're in this book provides you with an unbeatable competitive advantage in the booming global marketplace for new products and services

increasing pressures to produce new products faster and cheaper are resulting in huge efforts to streamline and restructure the traditional new product development npd process the purpose of the book is to describe assess and apply the latest constructs methods techniques and processes to enable managers professionals and practitioners to be more effective in designing developing and commercializing new products and services it provides guidance and support in formulating and executing npd programs for business practitioners and mba students the book is written from an integrated product development ipd perspective linking all aspects of marketing costing and manufacturing into the development process even before the first prototype is built it covers the advanced tools necessary to achieve this such as virtual prototyping and fully integrated business systems and explains the changes needed to organisational structure and thinking

managing new product development is a key area of management straddling strategy innovation and entrepreneurship and macro organizational behaviour all of the contributors in the handbook of new product development are well known and

leading exponents to theory of new product development and to methods used in practice they draw upon their experience and work to offer a comprehensive view of the challenges in managing the development of new products existing knowledge in the different topics is examined and the key management challenges and the important gaps in our knowledge are discussed most of the chapters draw upon systematic interaction with companies and practice and this is presented in the examples and the case studies cited the handbook of new product development and management surveys this area in the context of an overall framework that explains how aspects interact and combine in a successful npd process each chapter outlines open questions and highlights needs for future research a comprehensive view of the challenges in managing the development of new products from well known and leading contributors in the field the first handbook to fill the gap for a high level handbook which is valuable to both the academic practitioner

the successful development production and commercial launch of a stream of new and or modified products has become one of the key factors in creating competitive advantage rapidly reducing development lead times and product life cycles coupled with the shift from mass production to mass customisation are all increasing the pressure on product development activities and processes this is leading companies to adopt a right first time philosophy together with the constant review and improvement of their new product environment new product development npd performance needs to be constantly measured and action taken to improve current performance improvements to npd activities and processes can be radical or incremental they can be based on the review of past performance or the comparison of successful and less successful products benchmarking against the best practice in other companies can be used to advantage intuition also has its place if you are interested in all or any of these improvement methodologies this workbook is for you the workbook provides information and a structured framework that allows a company to tailor npd performance measurement and improvement methodologies to their particular circumstances part i introduces relevant theory relating to npd trends strategy and performance evaluation and improvement part ii covers the practical application of npd strategy and performance evaluation improvement using action based flow charts animated versions of the flow charts are included on the cd rom part iii covers the use of a structured npd assessment tool and methodology presented in paper and cd rom formats relevant case studies

and useful contacts and addresses are also included

this is an authored book based upon a survey of a large number of companies on the role of organization learning and innovation strategy in successful new product development the audience for these insights is any practitioner working with corporations in new product development as well as advanced undergrad and graduate students taking courses in new product development of management science in schools of business and engineering

argues that a company's capability to conceive and design quality prototypes and bring a variety of products to market more quickly than its competitors is increasingly the focal point of competition the authors present principles for developing speed and efficiency

innovating in product process development demonstrates how to achieve true innovation in product development and how to launch a new product in the quickest and cheapest way the new approach to product development proposed in this book is based on the most recent research in the field it suggests the integration of several tools that are currently only used independently with the aim of stimulating the creation of innovative ideas in general and specifically in the areas of product process improvements and problem solving innovating in product process development explores different aspects of innovation processes in twenty first century industry from a global economic perspective it presents in detail several approaches to support these processes from ict based systems to collaborative working environments all of which will be of interest to mba or advanced students researchers and design teams charged with the creation of new product lines

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