

15.828 Updated Schedule
New Product Development

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Monday 1:05-2:25pm	Wednesday 1:05-2:25pm
September 3 <i>Labor Day</i>	1 September 5 NPD, Sweetwater
2 September 10 Polaroid	3 September 12 DFMA: Cost, Midwest Industries
September 17 <i>No class meeting</i>	4 September 19 Visitor: Jamie Boyer, IBM Listening to Customers
5 September 24 Conjoint Analysis	6 September 26 Creating Value
7 October 1 Disruptive Technologies	8 October 3 Visitor: Jay Ong, Microsoft Living on Internet Time
October 8 <i>No class meeting</i>	9 October 10 Team meetings, <i>No class meeting</i>
10 October 15 Web-based Market Research	11 Oct 17 Visitor: Matt Haggerty, Prod. Genesis Concept Selection
12 October 22 Visitor: Angela Liao, Microsoft Lead Users	13 October 24 Creativity
14 Oct 29 Visitor: Charles Mauro, MauroNewMedia Design	15 October 31 Mass Customization
16 November 5 Team New Zealand	17 November 7 Parallel Prototyping, Set-based Design
November 12 <i>No class meeting</i>	18 November 14 Review
19 November 19 EXAMINATION	20 November 21 <i>Team meetings; No class meeting</i>
21 November 26 Live Case or Guest Speaker	22 November 28 Visitor Rob Chess, CEO, Inhale Therapeutics
23 December 3 The Virtual Customer	24 December 5 Team Presentations
25 December 10 Team Presentations	26 December 12 Team Presentations

15.828 Course Syllabus

New Product Development

Fall Semester 2001 · Mondays & Wednesdays · 1:05pm-2:25pm · E56-270

Module I: THE PRODUCT DEVELOPMENT PROCESS

Module II: VOICE OF THE MANUFACTURER

Module III: LISTENING TO CUSTOMERS

Module IV: CREATIVITY AND DESIGN

Module V: PROTOTYPING, TESTING, AND LAUNCH

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GRADING

- | | |
|---------------------------------------|-----|
| 1. Written Assignments: | 25% |
| 2. Examination: | 25% |
| 3. Project: | 25% |
| 4. Contributions to class discussion: | 25% |

WRITTEN ASSIGNMENTS

There will be several written assignments due during the semester, including:

- **Due Wednesday, September 12:** Team list and project description paragraph
- **Due Wednesday, September 12:** Midwest industries team assignment
- **Due Monday, September 24:** Conjoint homework
- **Due Wednesday, October 31:** Team project progress report, 1-2 pages
- **Due Wednesday, November 7:** Parallel & Sequential Prototyping Homework
- **Due Wednesday, December 12:** Team project final report
- **Additional short assignments** may be assigned during the semester

EXAMINATION

There will be an 80 minute, short answer and/or multiple-choice, in-class exam on Monday, November 19, beginning at 1:05pm. Students who have done the readings and attended all class sessions will have an advantage during this exam.

PROJECT

Objective: The project provides an opportunity for in-depth study or application of the techniques or concepts discussed in class. The project should be done in groups of four to five. A number of possible topics will be provided, but this list is by no means exhaustive and students are free to propose their own ideas. If you are having trouble selecting a project, or would like additional alternatives, please talk to Professor Dahan or the course TA.

Deliverables: A project outline will be due relatively early in the semester, followed by a mid-term progress report, and a final report (oral and written). Specifically:

Wed., Sept. 12, 2001: One-paragraph description of project is due along with team list.

Wed., Oct. 31, 2001: Mid-term project progress report is due, possible project review meeting.

Wed., Dec. 12, 2001: Written report is due. Also, each group is to give a 10 minute presentation summarizing the *results* of their project.

CLASS DISCUSSION CONTRIBUTIONS

A great deal of learning comes from hearing what your colleagues have to say and responding to it. You will be expected to have completed the readings prior to each class and prepared the assignment questions. You may be "cold-called." Attendance at EVERY session is mandatory (please do not schedule travel or interviews during any class meeting). Absences will affect your grade adversely. Quantity and quality of participation are both important. The grading formula will be along the following lines:
$$CDG = \sqrt{Qty \times Avg. Score} - Absense Penalty$$
, where *CDG* is the class discussion grade, *Qty* is the number of significant contributions, and *Avg. Score* is the average quality over all of the contributions. *If you are having any difficulty participating, please discuss this with Professor Dahan.*

Contents of the course reader

"SweetWater." HBS Case [9-695-026]

"Producer Power." *The Economist*. March 4, 1995.

"Is Anyone...Still Making Things". *Wall Street Journal*. Aug. 16, '99.

"Polaroid's best shot." *The Boston Globe Magazine*. April 25, 1999.

"Not-so sharper image." *Journal Gazette*. April 18, 1999.

"Design for Manufacturability at Midwest Industries," HBS case study.

"Introduction," from *Product Design for Manufacture and Assembly*, 1991

"Benefits and Limitations of Structured Methodologies in Product Design.

"Control Tomorrow's Costs Through Today's Designs." *HBR*. [96104]

"'97 Camry Cost Reduction." *Automotive Industries*. September, 1996.

Eldridge, Earle. 'Low Cost Drives...Assembly." *USA Today*. Sept. 21, 1998.

"Note on Listening to the Customer: Part I"

"Spark Innovation Through Empathic Design." *HBR*. [97606]

"Storytelling...Get close to Your Customer." *Fortune*. Feb 3, '97.

Note: "Conjoint Analysis: A Manager's Guide." HBS Note [9-590-059]

"Demographics or dartboards?" *San Jose Mercury News*. September 11, 1996.

"Note on Listening to the Customer: Part II". pp. 1-7.

"Design for Value Notes." Jan, 1991. pp. 1-11.

"Disruptive Technologies Catching the Wave." *Harvard Business Review*. [95103]

"Ignore Your Customer". *Fortune*. May 1, 1995.

"Danger: Stealth attack." *Forbes*. January 25, 1999.

"Intel...Info. Appliances Threat." *Wall Street Journal*. August 12, 1999.

"Living on Internet Time: Product Development at Netscape, Yahoo!TM
NetDynamics, and Microsoft®" *HBS*. April 21, 1997. [9697052]

"Knowing a Winning Business Idea When You See One." *Harvard Business Review*. Sept.-Oct. 2000. [R00510].

"When Laws of Physics Meet the Law of the Jungle." *Fortune*. May 15, 1995.

"Concept Selection: A Method That Works" *Creating Innovative Products Using Total Design*. 1996.

Contents of the course reader (continued)

"Innovation at 3M Corporation (A)." *HBS Case* [9-699-012]

"Note on Lead User Research." *HBS Note* [9-699-014]

"How to Think Outside the Box." *The Wall Street Journal*. November 19, 1997.

"Why No One Really Wants Creativity." *Creative Action in Organizations*.

"We Just Did It: The Story of the Viper." *AutoWeek*. October 5, 1998.

"Time to Listen to the Kinky Guys." *Automotive Industries*. September, 1996.

"Creativity is Back." *Ward's Auto World*. November, 1996.

"New Ideas New Products." *Fortune*. Mar. 3, 1997.

"What if..." *Forbes*, November 2, 1998.

"Intel is Pushing...Simpler Personal Computers". *Wall Street Journal*. Nov 4, '98.

"Computers 1, Humans 0." *Forbes*. April 5, 1999.

"How Ford's F-150 Lapped the Competition." *Business Week*. July 29, 1996.

"The Four Faces of Mass Customization." *Harvard Business Review*. Jan-Feb, '97.

"Mass Customization at HP: The Power of Postponement." *Harvard Business Review*. Jan-Feb, 1997.

"The economics of panty hose." *Forbes*. August 23, 1999.

"Team New Zealand (A)." *HBS Case* [9-697-040]

"Second Toyota Paradox" *Sloan Management Review*, Spring 1995.

"The Virtual Customer: Communication, Conceptualization, and Computation."
Sloan working paper.

Module I: THE PRODUCT DEVELOPMENT PROCESS

Session 1

Wednesday, September 5, 2001

Introduction to New Product Development

We study the connections between product design, development, and manufacturing. These ideas are related to customer satisfaction, product cost, and manufacturing efficiency. Our goal is to show how advanced planning can improve products, processes and profits.

Readings (26 pages)

Course Outline (*this document*)

Case: "SweetWater." HBS Case [9-695-026]

"Producer Power." *The Economist*. March 4, 1995. p. 70.

Bronson, Po. "Is Anyone...Still Making Things". *Wall Street Journal*. Aug. 16, 1999. p. A14.

Assignment: Consider the following study questions for class discussion:

- What steps will Sandy Platter need to take in order to be successful? How would you proceed with these steps?
- How are the functions of product design and manufacturing connected? Is this important in terms of customer satisfaction? Time-to Market? Profits?
- What *should* drive product decisions made by firms? What *does* drive them?
- What role do suppliers and distributors play in determining product design?
- How much should Sandy charge for his product?

Session 2

Monday, September 10, 2001

Successfully Managing New Product Development

Readings (10 pages)

Syre, Steven. "Polaroid's best shot." *The Boston Globe Magazine*. April 25, 1999. pp. 8-30.

Strudler, Shelby. "Not-so sharper image." *Journal Gazette*. April 18, 1999. Web download. 1p.

Assignment:

Prepare the following study questions for class discussion:

- What challenges did Polaroid face in developing PopShots?
- What would you have done if you were in Herchen's position?
- What characterizes a successful new product development process?
- How can firms improve new product development?

Module II: VOICE OF THE MANUFACTURER (PRODUCT COST)

Session 3

Wednesday, September 12, 2001

Design for Manufacturability (DFM) / Target Costs

Decisions regarding product design must consider the specific capabilities of the manufacturing plant in which the product will ultimately be produced. A somewhat structured methodology, known as Design for Manufacturability (DFM), has been developed for this purpose.

DFM implementation will be discussed through analysis of a case study. An integral part of DFM is estimating product costs for alternate designs and configurations. We study how low cost can be designed into a product and the changing nature of manufacturing costs.

Readings:

- "Design for Manufacturability at Midwest Industries," HBS case study.
Chapter 1, "Introduction," from *Product Design for Manufacture and Assembly*,
Boothroyd, Geoffrey, et. al. 1991. pp.1-18 plus 2-page appendix.
Barkan, Philip and Martin Hinckley. "Benefits and Limitations of Structured
Methodologies in Product Design." pp.163-177.
"Control Tomorrow's Costs Through Today's Designs." *HBR*. [96104]
"'97 Camry Cost Reduction." *Automotive Industries*. September, 1996. p. 45
Eldridge, Earle. "Low Cost Drives...Assembly." *USA Today*. Sept. 21, 1998. p. 3B

TWO Assignments:

Your team should turn in a list of "things done right" and "things done wrong" by Midwest in implementing DFM at each of the 3 sites to date. (Two pages maximum)

Turn in a list of your team members and a short project description

Read the case and articles and think about the following questions:

- How should design guidelines be used? Who should be on DFX teams?
- Why is product cost so important to firms like Toyota?
- Should a marketing manager care about cost?
- What determines the cost of each part in a product? What *should* determine it?
- How should target costs be set?
- What information would be most useful when setting them?
- How do DFM and Target Costing relate?
- Identify some characteristics of an organizational structure and culture that promotes the implementation of DFM.
- For those of you with industrial experience, how is DFM implemented in the organizations in which you work (or have worked)?

- Do you concur with the concept that “Quality is free?”

Monday, September 17, 2001

No class meeting today

Module III: LISTENING TO CUSTOMERS

Session 4

Wednesday, September 19, 2001

Listening to the Customer

Guest Speaker: Jamie Boyer, Marketing Research Director, IBM Mobile Products

Capturing the “voice-of-the-customer” is critical to meeting customer needs and wants, but it is quite a challenge. We study tools and techniques to help.

Readings (32 pages)

Dahan, Ely, “*Note on Listening to the Customer: Part I*”. pp. 1-17.

“Spark Innovation Through Empathic Design.” *HBR*. [97606]

Lieber, Ronald B. “Storytelling: A New Way to Get close to Your Customer.”

Fortune. Feb 3, 1997. pp. 102-107

Assignment:

Prepare the following study questions for class discussion:

- Who is a customer? How do we divide customers into market segments?
- Why is the customer’s voice important? What do we listen customers?
- What makes Zaltman’s storytelling technique work? When is it appropriate?
- When is the customer’s voice misleading?

Keys: Site visits, Surveys, Focus Groups, Benefit Chains, Conjoint Analysis, QFD

Session 5

Monday, September 24, 2001

Conjoint Analysis

Products can be described as a bundle of attributes such as price, function, aesthetics, etc.. Conjoint analysis allows individual customers to indicate the degree to which each attribute matters to them.

Readings (15 pages)

Note: “Conjoint Analysis: A Manager's Guide.” HBS Note [9-590-059]

Waxman, Sharon. “Demographics or dartboards?” *San Jose Mercury News*.

September 11, 1996. p. 3E.

Assignment:

Turn in the conjoint analysis homework assignment (handed out in the last class).

Prepare the following study questions for class discussion:

- How would you develop the 108 movie descriptions Waxman refers to?
- What are the primary benefits of conjoint analysis?

- What kind of attributes should be evaluated? Which should not? Why?
- How should a product's price be set given conjoint data?
- How does a product's cost enter the picture?

Keys: Conjoint Analysis, Fractional Factorial Design, Product Attributes, Utility

Session 6

Wednesday, September 26, 2001

Creating Value

After the tradeoffs between customer needs and firm capabilities have been made, detailed design of parts and processes soon follow. This session is devoted to the process of allocating cost to components of the final product. We consider the notion of product concept testing.

Readings (16 pages)

Dahan, Ely, "Note on Listening to the Customer: Part II". pp. 1-7.

Ishii, Kos, P. Barkan & M. Hinckley. "Design for Value Notes." Jan, 1991. pp. 1-11.

Assignment:

Prepare the following study questions for class discussion:

- How do you test whether your design is good or not? When do you know?
- How do the different types of customer needs raised by Kano, User Observation, Cultural Anthropology and Benefit Chains affect product design? Marketing? Manufacturing

Keys: Value Analysis, QFD, Kano, Kansei, User Observation, Cultural Anthropology, Benefit Chains

Session 7

Monday, October 1, 2001

Disruptive Technologies

Readings (22 pages)

"Disruptive Technologies Catching the Wave." Harvard Business Review. [95103]

Martin, Justin, "Ignore Your Customer". *Fortune*. May 1, 1995. pp. 121-126.

Mack, Toni and Mary Summers. "Danger: Stealth attack." *Forbes*. January 25, 1999. pp. 88-93.

Takahashi, D. "Intel...Info. Appliances Threat." *Wall Street Journal*. August 12, 1999. p. B6.

Assignment:

Prepare the following study questions for class discussion:

- Why should firms sometimes ignore their customer?
- What, exactly, should be ignored? What should not be ignored?
- Have other industries followed the same path as the disk drive industry?
- How would you solve the problem of disruptive threats?
- What do you think about the threat to Intel? About Intel's response?

Session 8

Wednesday, October 3, 2001

Product Development on Internet Time

Guest Speaker: Jay Ong, Microsoft, Tablet PC Group

Readings (20 pages)

Case: "Living on Internet Time: Product Development at Netscape, Yahoo!™
NetDynamics, and Microsoft®" *HBS*. April 21, 1997. pp.1-12. [9697052]

Assignment: Consider the following study questions for class discussion:

- Contrast the development approaches followed by the four organizations.
- How does fast clockspeed affect product development? Which elements of the product development approaches will survive as the Internet evolves?
- What traditional marketing practices must adjust to fit this new reality?

Monday, October 8, 2001

No class meeting today

Session 9

Wednesday, October 10, 2001

No class meeting today

Please take this opportunity to have team meetings and to ask questions of the class TA.

Session 10

Monday, October 15, 2001

Web-based Market Research

Assignment: We will meet in the Sloan School Trading Lab to conduct several web-based market research experiments.

Session 11

Wednesday, October 17, 2001

Concept Selection

Guest Speaker: Matt Haggerty, President, Product Genesis

Once the customer's voice has been captured, many product and process decisions need to be made. The choice of a particular product concept requires objective methods of comparing the alternatives and selecting the "best."

Readings (20 pages)

Kim, W. Chan and Renée Mauborgne. "Knowing a Winning Business Idea When You See One." *Harvard Business Review*. Sept.-Oct. 2000. pp. 129-137. [R00510].

Sherman, Stratford. "When Laws of Physics Meet the Law of the Jungle." *Fortune*. May 15, 1995. pp. 193-194.

Pugh, Stuart. "Concept Selection: A Method That Works" *Creating Innovative Products Using Total Design*. 1996. pp. 167-176.

Assignment: Prepare the following study questions for class discussion:

- Under what conditions does Pugh's technique make sense to you?
- How has your team sorted out competing concepts?

Keys: Cross-Functional Teams, Pugh Concept Selection, TRIZ

Session 12

Monday, October 22, 2001

Lead Users

Guest Speaker: Angela Liao, Microsoft, Pocket PC Group

Reading (23 pages)

- Case: "Innovation at 3M Corporation (A)." *HBS Case* [9-699-012]
- Optional: "Note on Lead User Research." *HBS Note* [9-699-014]

Assignment:

- How has 3M's innovation process evolved since the firm's founding?
- What characterizes an ideal lead user?
- How does the Lead User method compare with other market research methods?
- Has the Medical-Surgical team applied Lead User research appropriately?
- What should the Medical-Surgical team recommend to Dunlop: the three new product concepts or a new business strategy?

Module IV: CREATIVITY AND DESIGN

Session 13

Monday, October 24, 2001

Creativity, Ideation, Lateral Thinking I

Readings (18 pages)

Lancaster, Hal. "How to Think Outside the Box." *The Wall Street Journal*.
November 19, 1997. p. 6G

Staw, Barry M. "Why No One Really Wants Creativity." *Creative Action in Organizations*. pp. 161-166

Lutz, Robert A. "We Just Did It: The Story of the Viper." *AutoWeek*. October 5, 1998. pp. 20-22.

Sorge, Marjorie. "Time to Listen to the Kinky Guys." *Automotive Industries*.
September, 1996. p. 5.

Flint, Jerry. "Creativity is Back." *Ward's Auto World*. November, 1996. p. 23.

O'Reilly, Brian. "New Ideas New Products." *Fortune*. Mar. 3, 1997. pp. 60,62&64.

Garber, Joseph R. "What if..." *Forbes*, November 2, 1998. pp. 76, 78 & 79.

Assignment:

Bring to team meeting with Professor Dahan, but no later than October 31, a 1-2 page report describing the progress your team has made on the course project (one per team). Submit BOTH an email version (to edahan@mit.edu) and a hardcopy version. The file name must be:

15.828 *project name* progress report.doc
(e.g. 15.828 Laptop Bag 2 progress report.doc)

Prepare the following study questions for class discussion:

- Do firms need to take the risks inherent in "kinky" creativity? If so, why?
- How can you identify people with the ability to be creative?
- How can you create the proper environment for them to be productive?
- Where should new product ideas come from? Where do they come from?
- What are the pros and cons of platforms?
- How could you implement scenario planning for your team's project?

Keys: Creativity, ideation, out-of-the-box thinking, product concepts, ideation, product concepts, scenario planning

Session 14

Monday, October 29, 2001

Industrial Design

Guest Speaker: Charles Mauro, President, MauroNewMedia

Our guest will be discussing research on user interfaces.

Readings (5 pages)

Takahashi, Dean. "Intel is Pushing...Simpler Personal Computers". *Wall Street Journal*. November 4, 1998.

Manes, Stephen. "Computers 1, Humans 0." *Forbes*. April 5, 1999. p. 132.

Naughton, Keith. "How Ford's F-150 Lapped the Competition." *Business Week*. July 29, 1996. pp. 74-76

Assignment:

Prepare the following study questions for class discussion:

- What role does industrial design play in a product's success?

Session 15

Wednesday, October 31, 2001 (Happy Halloween!)

Mass Customization

Previous sessions have covered techniques that enable a product design to be tailored to customer needs. We now explore the boundary between product design and manufacturing. Intuition regarding the behavior of manufacturing systems will be developed. We will also uncover lessons for the product developer that promote greater manufacturing system performance. We will explore the concept of flexibility, how to quantify it, and how to speed up design and manufacturing.

Readings: (18 pages)

Gilmore, James H. and Joseph Pine II. "The Four Faces of Mass Customization." *Harvard Business Review*. January-February, 1997. pp. 91-101.

Feitzinger, Edward and Hau L. Lee, "Mass Customization at HP: The Power of Postponement." *Harvard Business Review*. Jan-Feb, 1997. pp. 116-121.

Brimelow, Peter. "The economics of panty hose." *Forbes*. August 23, 1999. p.70.

Assignment: Please prepare these questions for class discussion.

- Why is product variety increasing?
- How has HP benefited from mass customization?
- How do Gilmore and Pine's ideas relate to the internet?
- At what point in the design process should mass customization be considered? How does it affect the new product development process?
- How do you define flexibility? When is flexibility needed?
- What are the key elements of Dell's strategy?
- How does direct distribution affect Dell's product design and development? What are the advantages and disadvantages of Dell Direct distribution?

Module V: PROTOTYPING, TESTING, AND LAUNCH

Session 16

Monday, November 5, 2001

Prototyping I

Even after listening to customers and planning the design, cost, and engineering of a new product, some uncertainty about its future success remains. Prototyping new designs in physical and virtual ways reduces the uncertainty and improve results. Parallel prototyping, i.e. conducting multiple experiments aimed at solving the same problem, can produce even better results, but may pose challenges. We will also get an introduction to QFD.

Readings (14 pages):

Case: "Team New Zealand (A)." *HBS Case* [9-697-040]

Assignment:

Prepare the following study questions for class discussion:

- What do you think? Team New Zealand should build:
 - [] Two similar boats now
 - [] Two different boats now
 - [] One boat now, one boat later
- How would you evaluate Team New Zealand's use of simulation in the design process? What are its advantages and disadvantages?

Session 17

Wednesday, November 7, 2001

Parallel & Sequential Prototyping, Set-Based Design

In today's session we will continue discussing prototyping as a tool for resolving market and technical uncertainty in New Product Development, and in particular look at the notion of carrying multiple design options forward through set-based design and parallel or sequential prototyping.

Readings: (19 pages)

Ward, Allen, Liker, Cristiano, Sobek. "Second Toyota Paradox" *Sloan Management Review*, Spring 1995. pp. 43-61

Assignment:

Turn in the Parallel & Sequential Prototyping homework assignment

Prepare the following study questions for class discussion:

- Why is Toyota developing more prototypes than its competitors?
- What role does CAD play in prototyping? What effect will lower CAD and simulation costs have on new product development?

Monday, November 12, 2001: Veteran's Day Holiday

No class meeting today

Assignment:

Email one or more GREAT exam question(s), in PowerPoint format as supplied to you, to edahan@mit.edu by 5pm on Monday, November 12, 2001

Session 18

Wednesday, November 14, 2001

Review for Exam

Readings: (4 pages)

Course Summary

Assignment:

Come to class prepared to discuss key course concepts and to answer typical exam questions.

Session 19

Monday, November 19, 2001

EXAMINATION

(Exam starts exactly at 1:05pm)

EXAMINATION (80 MINUTES)

Session 20

Wednesday, November 21, 2001

No class meeting today

Please take this opportunity to have team project meetings.

Have a very happy, healthy Thanksgiving Day holiday!

Session 21

Monday, November 26, 2001

Live Case or Guest Speaker to be announced

Session 22

Wednesday, November 28, 2001

Guest Speaker: **Rob Chess, CEO, Inhale Therapeutics**

Readings:

Please read the background material on Inhale Therapeutics and visit the company's web site at <http://www.inhale.com>

Assignment: Submit your PowerPoint project presentations to Professor Dahan (edahan@mit.edu) at least one week prior to your scheduled presentation. The

first slide should show your project name and the team member names.

The file name must be:

15.828 *project name*.ppt (e.g. 15.828 Microsoft Tablet PC 2.ppt)

Session 23

Monday, December 3, 2001

The Virtual Customer

Readings: (19 pages)

Dahan, Ely and John R. Hauser. "The Virtual Customer: Communication, Conceptualization, and Computation." Sloan working paper.

Assignment:

Prepare the following study questions for class discussion:

- How can each of the methods described be integrated into the NPD process?
- What are the pros and cons of Web-based NPD research?

Session 24

Wednesday, December 5, 2001

Team Summary Presentations

Session 25

Monday, December 10, 2001

Team Summary Presentations

Session 26: LAST CLASS

Wednesday, December 12, 2001

Team Summary Presentations

Happy Holidays...Happy New Year...Have a Wonderful 2002!