

# New Product Development Consultancy



EMV Sport.  
Mobility Vehicle

Development Time  
cut from 24 months to  
12 months “Ready for  
Market”

Using “PAC”

If there's a question in Marketing that comes up time and time again its  
**“WHY DOES IT TAKE SO LONG TO PRODUCE A NEW PRODUCT ?”**

There are many aspects of design & manufacture that constitute delays, but there is one area that is never addressed correctly and that's Management to the development of the product. Normally all the expertise is in place in Sales, Marketing and Engineering but it's the communication between the two that fails during the process.

The requirement is a 3<sup>rd</sup> party (Some one who is completely independent to either department) to police the project during its development. Many companies create a position in Marketing normally an Engineer who responsibilities are to communicate between the departments. This works initially but degrades in time as the person inevitably is pulled into Sales so losing credibility with Engineering.

**Shadow** provides a new type of management consultancy with real world hands on development. Our mission is to speed up product development, saving time, cost, building communication bridges between departments and most of all maintaining motivation. We call it **“Product Angel Consultancy (PAC)”**

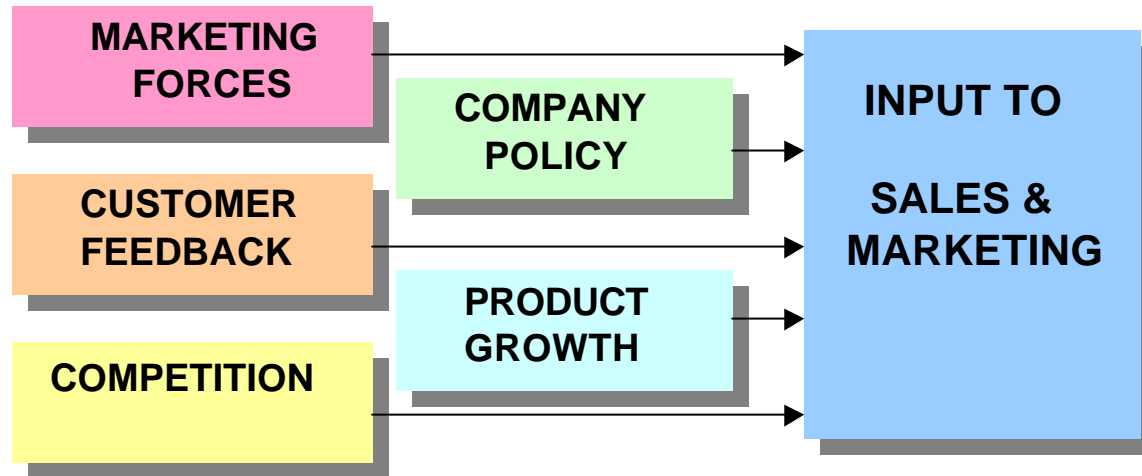
” What makes us successful in this area is that our Managers run, have run or owned their own company. This make us acutely aware of all aspects of Product Development from Budgets, Market Research and Engineering Development. We are also aware of interdepartmental differences that cause conflict with

**“Getting the job done”**

The following pages depict a typical Product Development plan for Marketing requirements originating from Market Research to a “ ready for market “ Product.

The top boxes represent a normal company scenario and highlights problem areas. The lower boxes show how **Shadow** unlocks the product development from constant delays to a smooth transition starting from the concept to fruition.

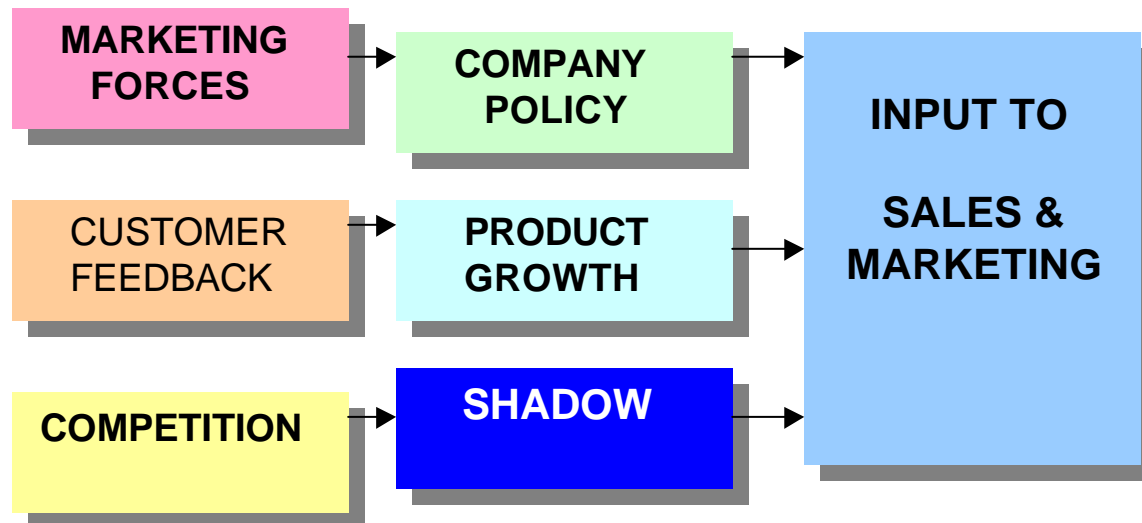
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## Stage 1 Building the new Product Profile

Collection of data that enables the Product profile to be initiated

At this point there is no engineering Input to the outline of the product



## Stage 1 Shadow PAC Involvement

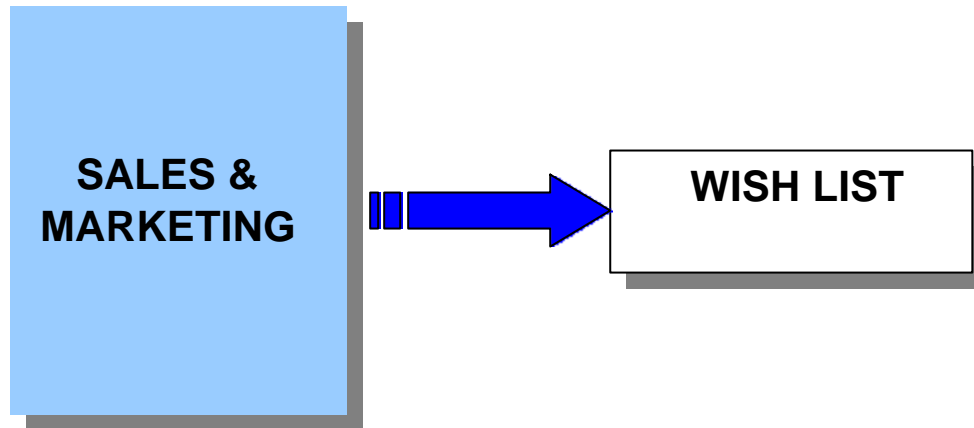
**Shadow PAC** involvement starts at the beginning of the process.

Non-disclosure contracts are signed and we familiarise ourselves with your product range & intentions.

We provide input to your ideas purely in terms of feasibility, time scales and costs.

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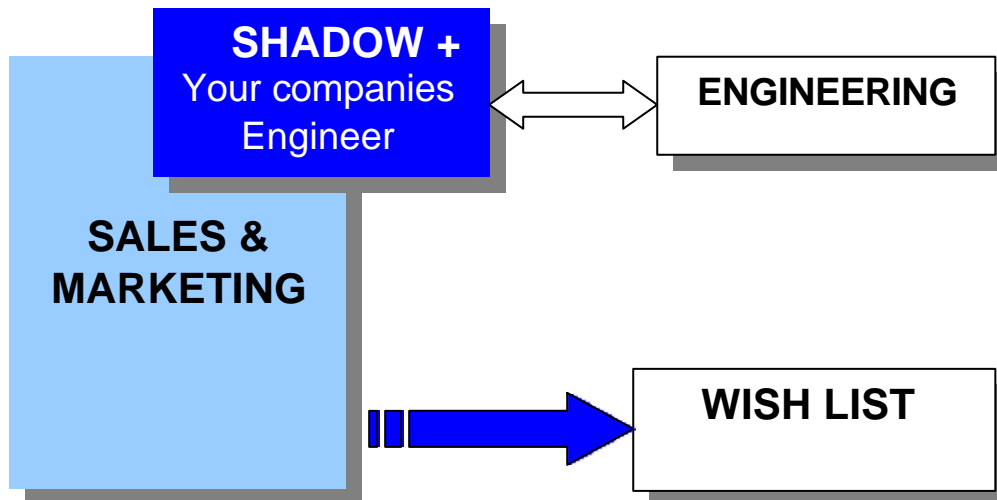
## Stage 2 Creating the Wish List



A wish list is compiled with all product variants that will eventually become the product specification.

Normally there is no engineering input at this time.

## Stage 2 with **Shadow PAC** Involvement



A representative is introduced from your engineering department and is under strict control of **Shadow**. This person is strictly there as an observer and has no authority at this stage in the discussions.

Their sole purpose is to keep engineering up to speed with developments.

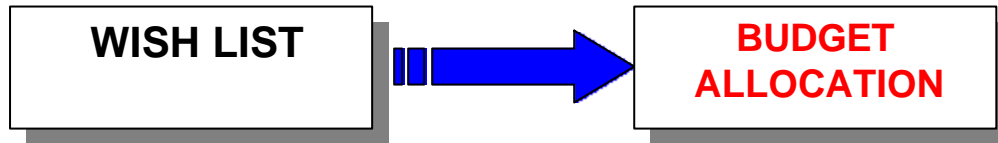
**Shadow** advises on realistic options available regarding design & development costs thus shortening time allocated for a realistic Marketing Specification.

**This is a very important milestone in the Marketing Specification Lifecycle.**

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## Stage 3 Matching the Wish List to the Budget

Budgets are matched to the wish list and entered into the Marketing Specification. The problem is normally the wish list is inaccurate in terms of engineering content. The danger to Marketing is the wish list is over budget and this results in returning to stage 2 for re-evaluation.

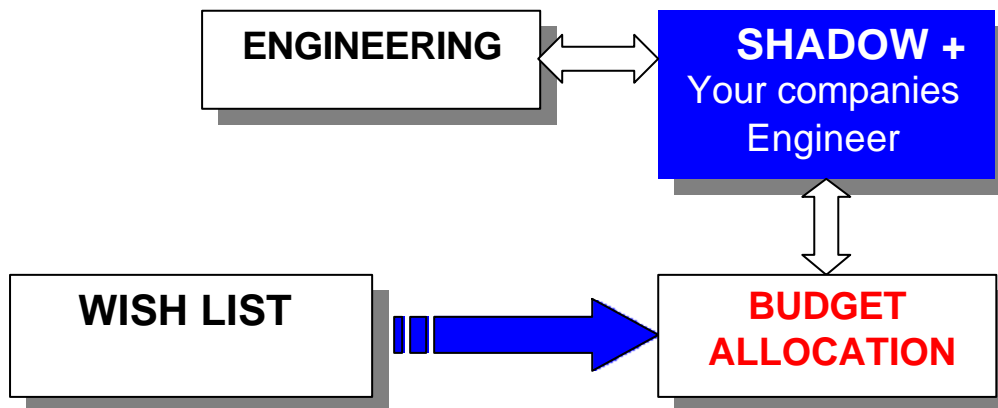


## Stage 3 Shadow PAC Involvement

Budgets are matched to the wish list. At this stage previous input by Shadow results in a much more accurate assessment with regards to the Engineering possibilities.

Input with this preliminary research by a 3<sup>rd</sup> party enables the process to continue as there are no interdepartmental discussions that inevitably slow down the process.

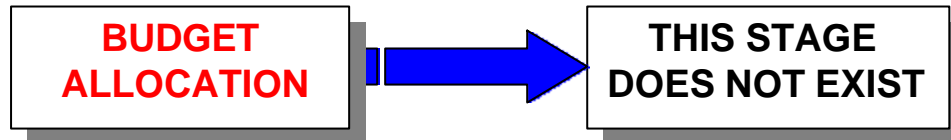
Engineering are well aware of progress at this stage and can prepare any objections they may have at a later date. Again continuity is maintained.



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## Stage 4

No action is normally taken at this stage and the process moves on to Stage 5 immediately. This added stage is critical to continuity of the project.



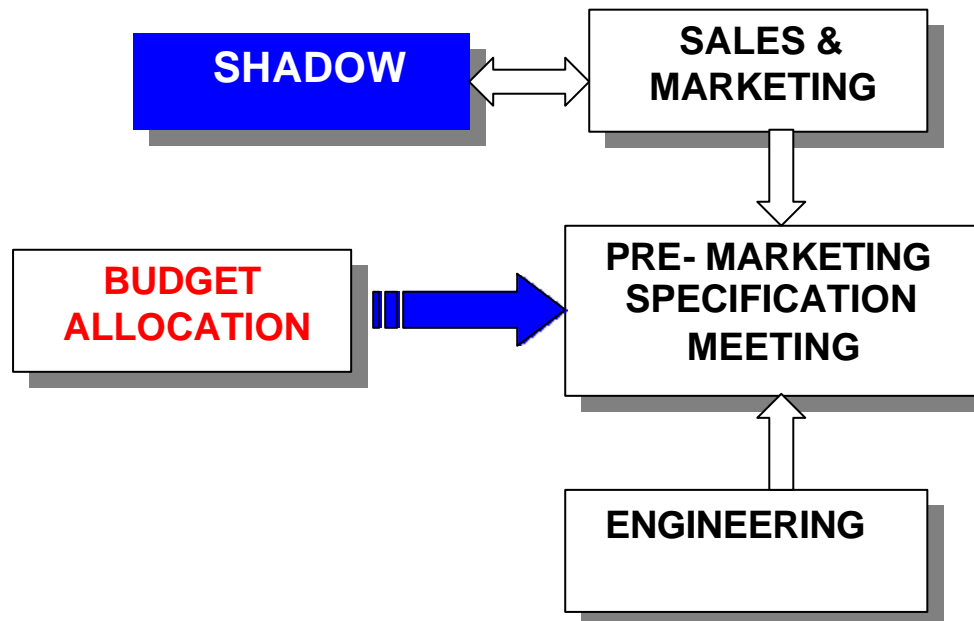
## Stage 4 Shadow PAC Involvement

**Shadows** role in the process changes at this point to a Technical Adviser representing Sales & Marketing.

A Pre-Marketing Specification meeting is held to discuss [the overall plan \(Not engineering detail\)](#)

The purpose of this meeting is to pre-empt typical objections regarding all aspects of feasibility to Sales & Marketing wishes. In other words to make sure there are no major technical or budgetary objections that will slow or stop the process.

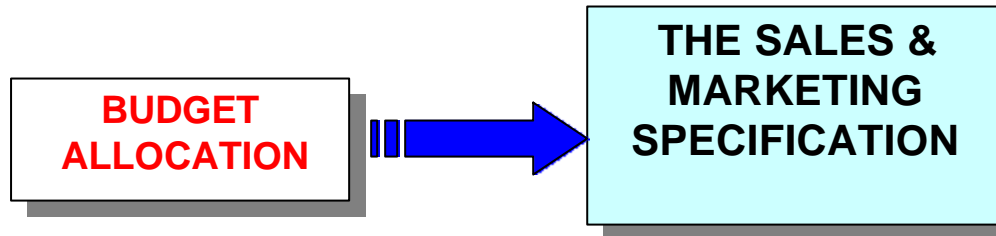
The company's engineering observer used earlier is held responsible should any information not been passed on during prior discussions.



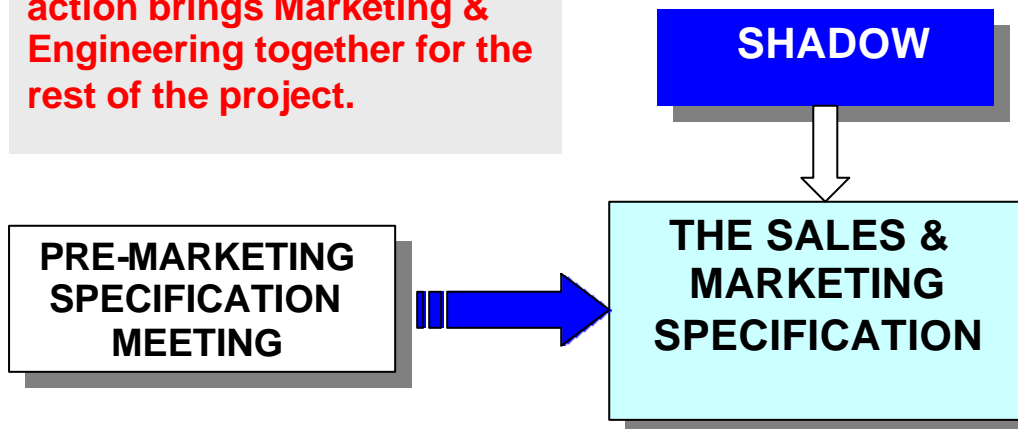
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## Stage 5 Product Specification

The specification is normally compiled with very little engineering content.



This is the most important milestone so far as the next action brings Marketing & Engineering together for the rest of the project.



## Stage 5 Shadow PAC Involvement

**Shadow** compiles the Sales & Marketing Specification ready for presentation to Engineering. The purpose is to present Engineering with a document that can be quickly assessed and agreed.

**Shadow** maintains the position as Sales & Marketing Technical representative.

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## Stage 6 Presentation of the Specification

The specification is presented to Engineering. Long discussions take place regarding feasibility. The spec is returned to Marketing for modification and the vicious circle begins.

Main concerns here apart from the obvious points of agreement v costs, spec. budgets etc is one of motivation within the sales force.

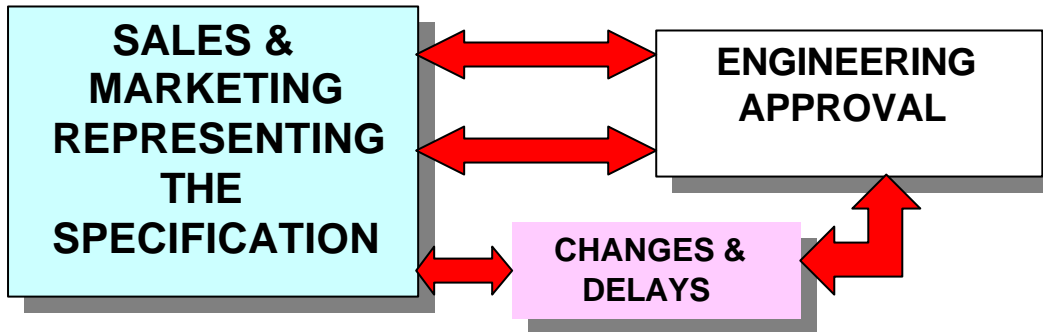
Sales motivation will be damaged because of constant delays. Because of this constant too-ing & fro-ing time marches on, market forces change so the spec changes, the engineering content change and the loop continues.

## Stage 6 Shadow PAC Involvement

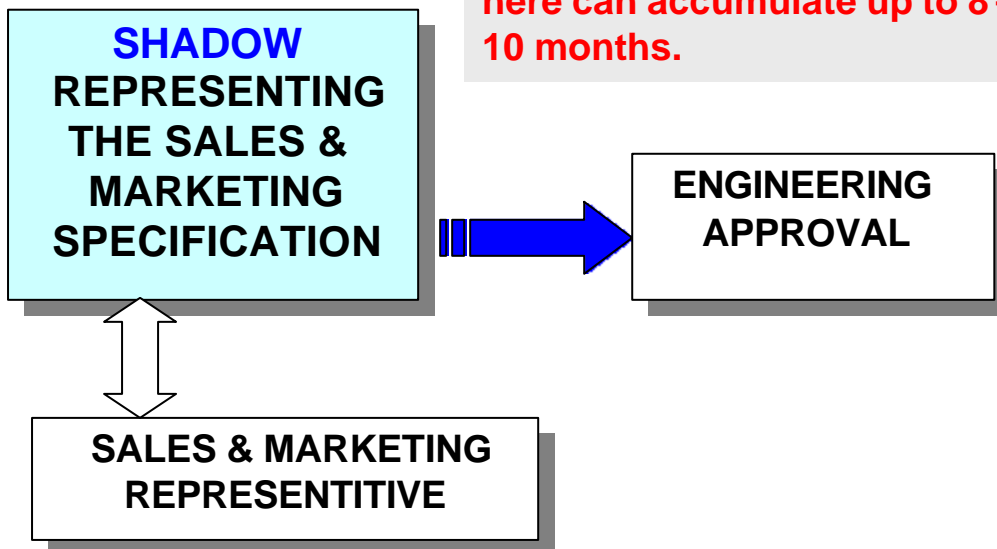
**Shadow** is allocated a Sales & Marketing Representative who is purely an observer. This person will remain the contact to the specification for the rest of the project,

**Shadow** presents the Spec. to Engineering. All previous communication comes into effect and the Specification is signed off with the minimum of delay.

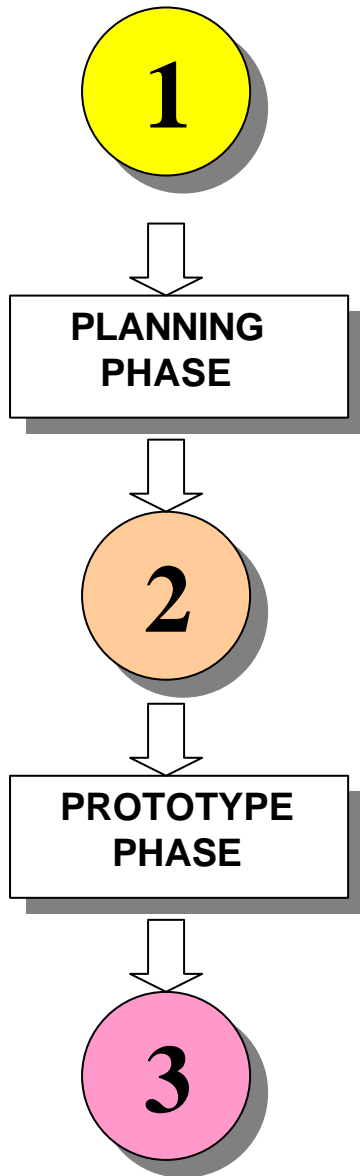
**We are now in a position to go forward with the Product build**



**This Marketing & Engineering agreement must to acceptable to both parties ASAP. Delays here can accumulate up to 8 – 10 months.**



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## Feasibility - Start of the Product Design Process

With the Marketing Specification in place the “New Product & Process Development Lifecycle” can be initiated.

The feasibility stage consists of registration and authorisation of the project, start of feasibility, which includes working prototypes. The final stage is normally used with selected customers for input to those prototypes.

**Shadow** task is to mediate with Marketing when demonstrating the prototypes. We are there to advise directly to Marketing all questions from customer feedback to the possibilities of any modifications they may wish to implement. Normally all questions would be collated at the meeting then returned to engineering for discussion. We believe that 90% of technical question can be answered at the customer meeting therefore cutting the feasibility times to an acceptable level.

**Shadow** discusses changes with Marketing as a result of customer meetings with the purpose of “**Product Cleanup**”. All the information is processed by **Shadow** then presented to Engineering for implementation. This cuts discussion time to a minimum between departments and pushes the project forward.

Note: The numbered balloons represent Project Reviews

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## Development of the Product for Production

**PLANNING  
PHASE**

**4**

**PRE - PRODN  
PHASE**

**5**

**FEEDBACK  
PHASE**

**6**

We now have the Marketing Specification set in stone. All departments at this stage are confident of costs, the products and time scales. All loose ends are tied up and authorisation can begin.

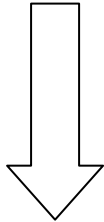
Pre-production units are completed then return to selected customers for field trials. **Shadows** responsibility is to oversee those trials and report back to Marketing & Engineering with any problems that may arise. This method using a 3<sup>rd</sup> party frees up Engineering to develop the product ensuring the minimum of disruption and allows Marketing to formulate their strategy for the forthcoming launch with the minimum of distractions.

Note: The numbered balloons represent Project Reviews.

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## Production

**PRODUCTION  
PHASE**



Full production is initiated. Product launch is confirmed. **Shadows** involvement is completed.

Last review is held. **Shadow** present a post mortem regarding the Process Lifecycle and recommends any changes that should be implemented in the future.

**The project is closed.**

Note: The numbered balloons represent Project Reviews.

**It should be noted that the process depicted is much simplified and can be altered to suit your company's policies. For more information contact us by E Mail or phone Fred Brown direct on 0798 9642724**