

卓越產品開發方法

Product Development Excellence

課程介紹

本課程是台大管理學院與麥肯錫顧問公司合開在 GMBA 專班的課程，開放 25 名額給 GMBA 學生，以及 17 名額給其他學程的學生，對象是熱情學習產品開發方法者，對從事產品開發、工程、及顧問有興趣者、以及有志於實體商品創新創業者，全程以英文授課，但輔以中文助教，所以申請者須具備聽懂英文授課的語言能力；本課程將以三個周末(32 小時，2 學分)，概括麥肯錫顧問公司產品開發的三個方法學，學生將被分成六組，每組七人，於每個周末課程結束後，以該週所教方法學實際演練一個小組專案。本課程將於九月三號晚上七點於管理學院一館 3 樓玉山廳召開課程說明會，請有意願修課同學務必出席說明會。

課程時程

Session	Date	Hours	Activity
	Sep. 3	7pm-8pm	Course briefings & Application starts (課程說明會)
	Sep. 10		Application ends (申請截止)
	Sep. 15		Announce student list 公布入選名單
1	Sep. 19	7pm-8pm	Issue course register sheet (發出加簽單)
2	Oct. 18	9am-6pm	Lesson 1: Overview & Innovation (產品開發總覽與創新)
3	Oct. 25-26	9am-6pm	Lesson 2: Design-to-Value (價值導向設計)
5	Nov 1	9am-6pm	Lesson 3: Product manufacturing & cost (產品製造與成本)
6	Nov 15	9am-12pm	Office hour (3 hours)
7	Dec 06	9am-12pm	Final Presentation

Global MBA Program

Syllabus of
Product Development Excellence

Fall Semester, 2014





General Information

Date: see class topics overview below

Time: see class topics overview below

Venue: TBD

Professor: Ruey-Shan Andy Guo 郭瑞祥

E-mail address: rsguo@ntu.edu.tw

Office number: Room 813, College of Management Building 2 (3366-1050)

Teaching Assistant: 陳佳榮

E-mail address: dreamhero1123@gmail.com

Introduction

The course contains 3 workshops (36 hours, 2 credits), which cover 3 modules of McKinsey's product development methodology. We expect to have 42 students, divided by 6 groups. Each group is required to do practice project after each training workshop.

We open 25 seats for GMBA students 17 seats for other students after semester begins. We expect to have students who are interested in product development, consulting, or entrepreneurship.

Objectives

This class will be conducted by McKinsey employees, and cover 3 main topics of product development: Innovation, Design-to-Value, and Product Manufacturing. After this class, students are able to

1. Bring marketing insight and consumer insight to product idea
2. Conduct competitor benchmarking to build best-in-class design
3. Understand cost structure of product and how to bring product design to mass production



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Class Contract

1. Form your team (7 students per group, totally 6 groups)
2. Participate actively, both in the class and in the group
3. Complete the case assignments and readings before coming to the class
4. Finish final presentation applying methodology taught in class on selected product

Class Topics Overview

Session	Date	Hours	Subject	Assignment
1	Sep 19	7pm-8pm	Course Briefing	n/a
2	Oct 18	9am-6pm	Overview & Innovation	Innovation exercise on selected product
3	Oct 25	9am-6pm	Design-to-Value (Day 1)	n/a
4	Oct 26	9am-6pm	Design-to-Value (Day 2)	DtV report on selected product
5	Nov 1	9am-6pm	Product manufacturing & cost	Cost modeling on selected component
6	Nov 15	9am-12pm	Office hour (3 hours)	n/a
7	Dec 06	9am-12pm	Final Presentation	Group presentation for design proposal



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Learning Materials

Textbook: McKinsey workshop handout

Homework Assignment

1. Mini exercise after each workshop
2. Final presentation of design proposal on selected product

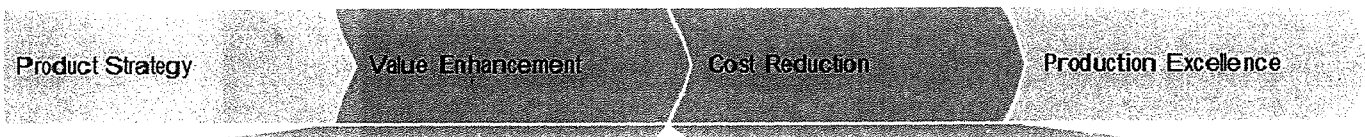
Grading Policy

1. Class participation (20%)
2. Mini exercise (20%)
3. Final presentation (60%)

McKinsey Innovation methodology covers 8-step journey to lead idea to successful product

	Essential definition	Topics covered
1 Aspire.	Do you accept innovation-led growth as absolutely critical, and do you have cascaded targets that reflect this?	<ul style="list-style-type: none"> Innovation vision and model Required growth contribution from innovation Cascaded targets and accountabilities
2 Choose.	Do you invest in a coherent, time-risk balanced portfolio of initiatives that are resourced to win?	<ul style="list-style-type: none"> Clarity of innovation themes Portfolio governance Resourced to win Resource alignment and balance
3 Discover.	Do you have actionable and differentiated business, market and technology insights that translate into winning value propositions?	<ul style="list-style-type: none"> Customer orientation Multiple lens insight generation Differentiated value proposition
4 Evolve.	Do you create new business models that provide defensible, robust and scalable profit sources?	<ul style="list-style-type: none"> New business model exploration Changing value chain economics Diversifying profit streams Delivery model changes & new customer groups
5 Accelerate.	Do you beat the competition with fast and effective development and launch of innovations?	<ul style="list-style-type: none"> Planning and execution rigor Cross-functional project culture Customer and market-based learning
6 Scale.	Do you launch innovations in the relevant markets and segments at the right magnitude?	<ul style="list-style-type: none"> Go-to-market planning Launch management Operations ramp-up
7 Extend.	Do you win by creating and capitalizing on external networks?	<ul style="list-style-type: none"> Strategic external networks Collaboration skills Partner of choice
8 Mobilize.	Are your people motivated, rewarded and organized to repeatedly innovate?	<ul style="list-style-type: none"> People priorities Enabling structure Supportive culture Learning and adaptive organization

McKinsey Design-to-Value methodology helps products to optimize customer value and cost efficiency



Feature benchmark 	Test purchases 	Online survey
Customer decision journey 	Pragmatic feature prioritization 	Opinion observer
Product matrices 	Consumer panels 	Conjoint analyses

Design for manufacturing and assembly 	Tear-down Reverse engineering 	Cost driver analysis
Should-cost analysis 	Best of benchmarking (BoB) 	Modularization and standardization
Total Cost of Ownership analysis 	Design parameter optimization 	Linear performance pricing

