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<input type="checkbox"/>	Doctor's thesis

Subject	International Business	Date	12.6.2004
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		Number of pages	116
Title	Commercial assessment during new product development process – four case studies		
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**Abstract**

The purpose of this study was to research how new products are assessed commercially during their development process. In addition, there were three additional research questions formulated to the main question. These questions were following: what are the characteristics of new products, how can new product development process be illustrated, and how differs new product development process between incremental and radical new products?

There were studied seven different new product development frameworks in this study. These frameworks were: departmental-stage, activity-stage, decision-stage, cross-functional, conversion process, response and network frameworks. The framework, which suited best for the purposes of this study, was concurrent engineering approach that is an improved version of the activity-stage frameworks.

With the help of concurrent engineering approach, the new product development process was divided into three larger stages that were ideation, development, and commercialisation. During each stage there were presented many different screens and tests that companies use for assessing their new product concepts commercially.

It was found that there are quite many differences between incremental and radical new product development processes. The former processes are shorter and much more formal than radical processes. In addition, different screens and tests, which companies use during their new product development processes, differed also quite much between radical and incremental new products.

It was noticed that neither practitioners nor academics use just a single measure of new product success. However, a comparison of the measures that academics used with the measures that practitioners used resulted in 11 commercial measures that everyone use. Finally, it was noticed that although the set of most useful measures differed somewhat between radical and incremental new products, for most products “attain profitability goals”, “customer satisfaction”, and “customer acceptance” were the best measures of products’ commercial success.

The empirical part of this study consisted of studying four technological new product development processes. The data collection method, which was used in this qualitative case study, was an individual interview.

On the whole case companies used quite broadly different new product commercial assessment methods that were presented in the theory part of this study. According to the empirical results of this study, taking into consideration the future uncertainty as exactly as possible during the development process is a success factor for new products.

Key words	assessment, commercial, product, development, success
Further information	

