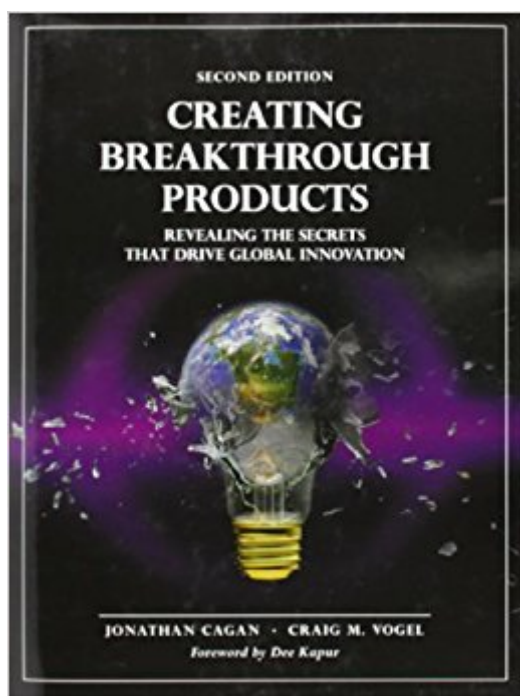


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# Creating Breakthrough Products: Revealing The Secrets That Drive Global Innovation (2nd Edition)



## Synopsis

For years, Jonathan Cagan's and Craig M. Vogel's *Creating Breakthrough Products* has offered an indispensable roadmap for uncovering new opportunities, identifying what customers really value, and building products and services that redefine markets or create entirely new markets. Now, the authors have thoroughly updated their classic book, adding new chapters on service design and global innovation, plus new insights, best practices, and case studies from both U.S. and global companies. Their new Second Edition compares revolutionary (Apple-style) and evolutionary (Disney-style) approaches to innovation, helping decision-makers choose between them, and make either one work. Cagan and Vogel provide more coverage of Value Opportunity Analysis and ethnography, as well as new case studies ranging from Navistar's latest long-haul truck to P&G's reinvention of Herbal Essence. Throughout, readers will find up-to-date insights into identifying Product Opportunity Gaps that can lead to enormous success; navigating the "Fuzzy Front End" of product development; and leveraging contributions from diverse product teams while staying relentlessly focused on customers' values and lifestyles, from strategy through execution. Using additional visual maps and illustrations, they've made their best-selling book even more intuitive and accessible to both industry and academic audiences.

## Book Information

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## Customer Reviews

“Cagan and Vogel offer examples, case studies, and inspiration to guide a new generation of open-minded, actionable innovation drivers.” — Jeff Weedman, Vice President Global Business

Development, Procter & Gamble “To create profitable, breakthrough products that transform markets, you need real global innovation skills. Cagan and Vogel reveal how world-class companies leverage both to create impact through design.” “David Kelley, Founder of IDEO and the Stanford d.school “This new edition retains all the basic wisdom of the first, but brings it up-to-date with fresh case studies that reflect the changing world of global innovation.” “Henry Petroski, Aleksandar S. Vesic, Professor of Civil Engineering; author of *To Engineer Is Human* and *To Forgive Design* “This book has been the most influential integrated design book in China for 10 years.” “He Renke, Dean and Professor of School of Design, Hunan University, China “In Cagan and Vogel’s widely referenced, landmark first book, they reached across disciplines to create a common understanding of useful, usable, and desirable products. This second edition adds a global view, services, and a look into healthcare, further establishing them as the grandmasters of the recipe for empathic innovation.” “Robert T. Schwartz, General Manager, Global Design & User Experience, GE Healthcare “The second edition is a brilliant book that will move your company to success with less wear and tear and lower risk for all involved in creating and managing products.” “Lorraine Justice, Dean, CIAS, Rochester Institute of Technology; author, *China’s Design Revolution* “I wouldn’t dream of commercializing a new product or service without infusing the *Creating Breakthrough Products* design culture into my company and development teams.” “Eric Close, President and CEO, RedZone Robotics, Inc. “This book has helped greatly to expand the innovative use of design in many areas of industry.” “Yrjö Sotamaa, Advisory Dean and Professor, College of Design and Art, Tongji University, Shanghai; Executive Vice Director, Sino-Finnish Centre at Tongji University; President Emeritus, University of Art and Design Helsinki “The authors’ approach to product development unleashed the collective creative genius of our designers and engineers, and helped us move beyond a typical competitive benchmarking approach, to create something unique, appealing and functional for our customers.” “Paul Prichard, Innovation Ventures Engineering, Kennametal, Inc. “Navistar has made strides in learning the iNPD techniques from this book and applying them to our everyday development process.” “David Allendorph, Director of Design, Navistar International Truck Group “For years, *Creating Breakthrough Products* has offered an indispensable roadmap for uncovering new opportunities, identifying what customers really value, and building products and services that redefine or create markets. Now, Jonathan Cagan and Craig M. Vogel have thoroughly updated their classic book, adding brand-new chapters on service design and global innovation, plus new insights, best practices, and a new selection of case studies that highlight the current state-of-the-art in product and service design. This Second

Edition shows how companies like Apple and Disney manage evolutionary and revolutionary innovation, helping you choose between them and make your best strategy work in your organization. You will find important new insights into identifying Product Opportunity Gaps that can lead to enormous success; effectively navigating the "Fuzzy Front End" of product development; and leveraging contributions from diverse product teams. Cagan and Vogel present powerful new case studies ranging from Navistar's latest long-haul truck to P&G's reinvention of Herbal Essences, and offer insightful updates to the First Edition's pioneering cases. More than ever, *Creating Breakthrough Products* will help you deliver the right innovations and products: offerings that succeed powerfully because they are laser-focused on your customers' values and lifestyles. Moving to the "value quadrant" in product/service development Understand the seven key attributes of value and focus R&D on maximizing some or all of them Uncovering huge Product Opportunity Gaps nobody else has exploited Find immense opportunities in the hidden connections among social change, economic trends, and technical innovation Crafting tomorrow's dominant product-service ecosystems Integrate products, interaction, and service to drive value competitors can't match Winning innovation everywhere: new cases, remarkable lessons across the globe From metal cutting to packaging, elementary school classrooms to the Dallas Cowboys Stadium

Jonathan Cagan is the George Tallman and Florence Barrett Ladd Professor of Mechanical Engineering and Co-Director of the Master of Product Development at Carnegie Mellon University. Globally known for his rigorous and effective approach to product innovation, Cagan works extensively in research on innovation processes and tools, and teaching and leading innovation teams in both university and corporate settings. Cagan has worked with a variety of companies ranging from Fortune 100 to entrepreneurial start-ups such as Apple, Navistar, GlaxoSmithKline, and Philips Respironics. [www.JonathanCagan.com](http://www.JonathanCagan.com). Craig M. Vogel is Associate Dean for Graduate Studies in the College of Design, Architecture, Art, and Planning at the University of Cincinnati. He is also a professor in the School of Design with an appointment in Industrial Design. He is a Fellow, Past President Elect, and Chair of the Board of the Industrial Designers Society of America (IDSA). He is a cofounder and president of the Live Well Collaborative, a nonprofit company working with corporations to address the challenges and opportunities of a globally aging world.

The authors framework application on the case studies seems rather forced. For products like OXO

or Starbucks, there is no evidence to suggest that the innovation teams applied the framework promoted by the authors. It may be more suited for enterprise scenarios as some others have suggested. I know some people who have read this book and found it to be insightful. It may be a matter of perspective and/or experience.

It seems today, innovation and product development professionals recommend short business texts filled with concise case studies highlighting new concepts of breakthrough innovation without a focus on how divergent teams successfully work together and measure their progress and success. Eric Reis' *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses* took a great step in providing sets of tools for testing new concepts in iterative ways; however, Vogel and Cagan's *Creating Breakthrough Products: Innovation from Product Planning to Program Approval* (paperback) was among the first to breakdown the discipline of innovation between business, design and engineering and provide tools and academic cases that support their implementation in diverse business practices. Vogel and Cagan's update to *Creating Breakthrough Products* has introduced excellent additions to their first text. New case studies including designing for older adults/baby boomers and service challenges bring new life to the SET Factors and Value Opportunity Analysis. I would recommend this to design managers, multidisciplinary creative professionals, corporate strategy teams, and entrepreneurs.

I was looking for an updated book to supplement a senior-level design class, and this book fit the bill. I found Chapter 7 especially helpful as it contained information, which I had previously been providing using research papers, in a form that is much more digestible by undergraduate students. I was glad to see that the OXO products remained in the book, and found "Ron the contractor/tailgate" example helpful for teaching. I started this year's lecture with the OXO peeler example, and my class is much more engaged this year than in past years. My sense is that students can better appreciate the relevance of this book to their lives/future careers than most other texts. This text would also serve well for a graduate course on product development.

Still reading it, you don't want to take in this book too fast!

Still a great book to read if you plan to learn from it and really apply it to your work.

The analysis is very accurate, but it is becoming a bit obsolete, according to the rapid evolving of

economic and social background.

good

Perfect condition

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