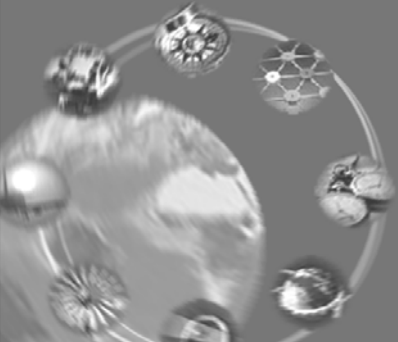


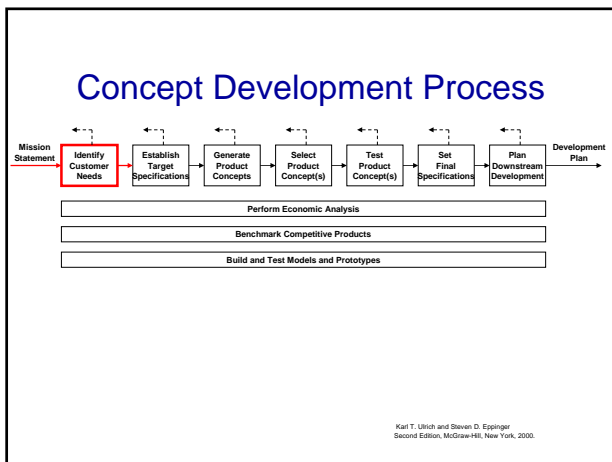
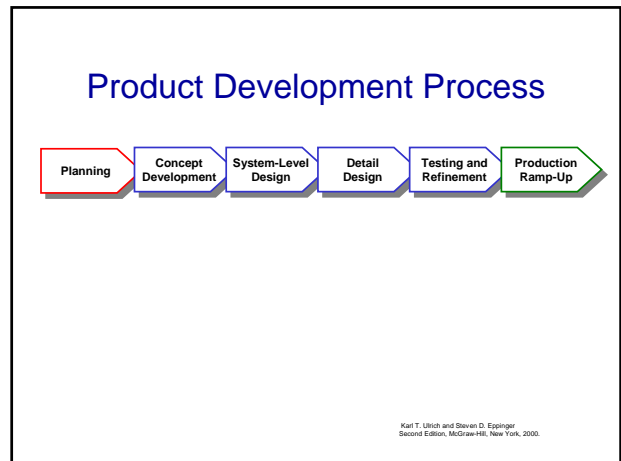
Identifying Customer Needs

4013.315 Architectural Engineering System Design April 14th, 2009



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- ## Customer Needs Process
- Define the Scope
 - Mission Statement
 - Gather Raw Data
 - Interviews
 - Focus Groups
 - Observation
 - Interpret Raw Data
 - Need Statements
 - Organize the Needs
 - Hierarchy
 - Establish Importance
 - Surveys
 - Quantified Needs
 - Reflect on the Process
 - Continuous Improvement
- Karl T. Ulrich and Steven D. Eppinger
Second Edition, McGraw-Hill, New York, 2000.

- ## Benefits of Structured Method
- allow the team to maintain focus on the important issues, in this case on the needs of the customers.
 - provide a decision process that the team can follow and use to develop consensus throughout the project.
 - produce documentation of the development process and its key decisions.
- Karl T. Ulrich and Steven D. Eppinger
Second Edition, McGraw-Hill, New York, 2000.



Mission Statement Example: Screwdriver Project

Product Description	<ul style="list-style-type: none"> A hand-held, power-assisted device for installing threaded fasteners
Key Business Goals	<ul style="list-style-type: none"> Product introduced in 4th Q of 2000 50% gross margin 10% share of cordless screwdriver market by 2004
Primary Market	<ul style="list-style-type: none"> Do-it-yourself consumer
Secondary Markets	<ul style="list-style-type: none"> Casual consumer Light-duty professional
Assumptions	<ul style="list-style-type: none"> Hand-held Power assisted Nickel-metal-hydride rechargeable battery technology
Stakeholders	<ul style="list-style-type: none"> User Retailer Sales force Service center Production Legal department

Karl T. Ulrich and Steven D. Eppinger
Second Edition, McGraw-Hill, New York, 2000.

How Many Customers?

- 90% needs revealed after 30 interviews
- Between 10 to 50 interviews recommended or
- No new needs are revealed by additional interviews

Karl T. Ulrich and Steven D. Eppinger
Second Edition, McGraw-Hill, New York, 2000.

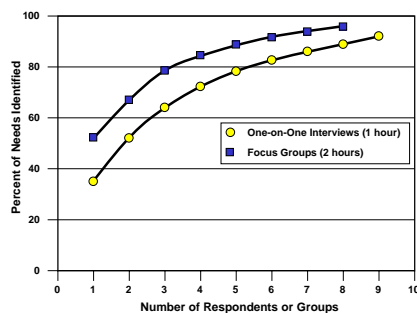
Customer selection matrix (eg for screwdriver)

	Lead users	Users	Retailer	Service center
Homeowner (occasional use)	0	5	2	3
Handy person (frequent use)	3	10		
Professional (heavy-duty use)	3	2	2	

Karl T. Ulrich and Steven D. Eppinger
Second Edition, McGraw-Hill, New York, 2000.



Interview vs Focus Group



From: Griffin, Abbie and John R. Hauser. "The Voice of the Customer",
Marketing Science, vol. 12, no. 1, Winter 1993.

Karl T. Ulrich and Steven D. Eppinger
Second Edition, McGraw-Hill, New York, 2000.

Five Guidelines for Writing Needs Statements

Guideline	Customer Statement	Need Statement- <u>Wrong</u>	Need Statement- <u>Right</u>
What Not How	"Why don't you put protective shields around the battery contacts?"	The screwdriver battery contacts are covered by a plastic sliding door.	The screwdriver battery is protected from accidental shorting.
Specificity	"I drop my screwdriver all the time."	The screwdriver is rugged.	The screwdriver operates normally after repeated dropping.
Positive Not Negative	"It doesn't matter if it's raining, I still need to work outside on Saturdays."	The screwdriver is <u>not</u> disabled by the rain.	The screwdriver operates normally in the rain.
Attribute of the Product	"I'd like to charge my battery from my cigarette lighter."	An automobile cigarette lighter adapter can charge the screwdriver battery.	The screwdriver battery can be charged from an automobile cigarette lighter.
Avoid "Must" and "Should"	"I hate it when I don't know how much juice is left in the batteries of my cordless tools."	The screwdriver should provide an indication of the energy level of the battery.	The screwdriver provides an indication of the energy level of the battery.

Karl T. Ulrich and Steven D. Eppinger
Second Edition, McGraw-Hill, New York, 2000.

Needs Translation Exercise

Needs Translation Exercise: Book Bag Design Example



Karl T. Ulrich and Steven D. Eppinger
Second Edition, McGraw-Hill, New York, 2000.



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Second Edition, McGraw-Hill, New York, 2000.



Karl T. Ulrich and Steven D. Eppinger
Second Edition, McGraw-Hill, New York, 2000.



Karl T. Ulrich and Steven D. Eppinger
Second Edition, McGraw-Hill, New York, 2000.

Caveats

- Capture "What, Not How".
- Meet customers in the use environment.
- Collect visual, verbal, and textual data.
- Props will stimulate customer responses.
- Interviews are more efficient than focus groups.
- Interview all stakeholders and lead users.
- Develop an organized list of need statements.
- Look for latent needs.
- Survey to quantify tradeoffs.
- Make a video to communicate results.

Karl T. Ulrich and Steven D. Eppinger
Second Edition, McGraw-Hill, New York, 2000.

Props

It is helpful to display several examples from companies that get it right, such as:

- **Apple iPod** (portability, ruggedness, capacity, style, ease of use)
- **Remote Door Locks** (locks/unlocks your car without keys—a latent need identified)
- **Good Grips Kitchen Utensils** (handle comfort, ease of use)
- **Sanford Logo pencils** (latent need for more eraser)
- **Nikon CoolPix Camera** (many, many features with a very simple user interface)
- **Canon Elph Camera** (very small, organic shape, integral case/cover)
- **Black & Decker Snakelight** (addresses latent need to aim the flashlight)

*Possible counter-examples are also useful

Karl T. Ulrich and Steven D. Eppinger
Second Edition, McGraw-Hill, New York, 2000.

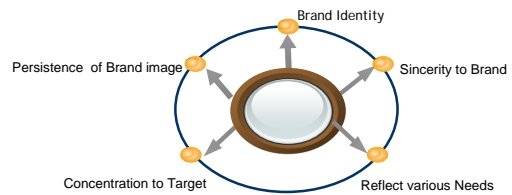


아파트 브랜드 고급화 전략 기획 2008

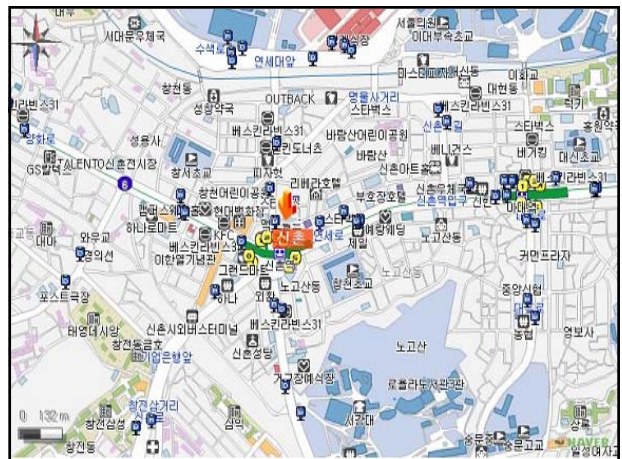
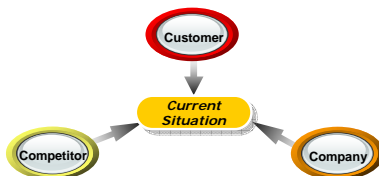
BRAND SITE	
하이패라온 현대용택타운	1 현대건설
센트레빌 CENTREVILLE	2 세원건설
PRUGIO	3 차익건설
2. 푸원세상	4 GS건설
	5 대우건설
	6 현대산업개발
	7 포스코건설
	8 두산산업개발
	9 경남건설
	10 쌍용건설
	11 롯데건설
	12 금호건설
	13 SK건설
	14 동부건설
	15 한화건설
	16 TGS건설

분양가상한제/원가공개/주택시장침체

Brand management



Market analysis



SWOT analysis

S

새로운 틈새시장을 선점할 수 있다.

W

다양한 시장에서의 활동 추세가 수반되지 않으면
공짜로 걸려온 걸음 주머니는 많잖아 있다.
결핵에 지 키움은 잘 파악해 내는 것이 선행되어야 한다.

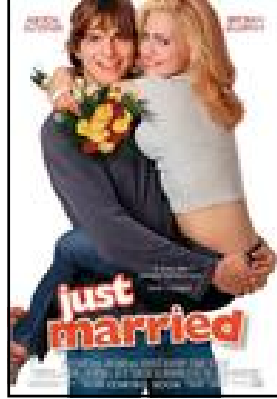
O

아직 다른 어느 대형 건설사도 시도하지 않은
방법이기에 건설사의 이미지 제고를 꾀할 수 있다.

T

발행된 모든 문장이 본과 같은 수 구문이다. 그것은 권위자의
문장을 의도적으로 배설 것까지 여는 문장을 인위적으로 배설
한다. 장의 목적으로 인해 다의적 문장을 배설해야 한다.

By next week...



Identify
customer
needs!