

AD421 • ME445 • MKTG594 Motorola Project
Spring Semester, 2009**Stephen Melamed**, Industrial Design, College of Architecture+Arts
Albert Page, Marketing, College of Business Administration
Michael J. Scott, Engineering, College of Engineering**Assignment** **No. 13** Concept Screening**Project Description** **Concept Screening and Selection : : 100+ to 1**

A team that has done a good job of idea generation will most likely have generated more than 100 concepts to consider as possibilities. Listed below are some guidelines and techniques for reducing that large number of concepts to a more manageable group of viable ideas. The selection proceeds in stages:

Stage 1 : : Group Ideas

The raw list of ideas from the creative / brainstorming sessions should be organized and categorized so that duplicate ideas can be discarded and similar ideas can be grouped together. Teams may want to consider marking each idea on a single note card in order to effectively facilitate this process.

Stage 2 : : Go...No-Go

The next step is a quick Go...No-Go decision. As a team, consider each idea one at a time. Each member gives a *gut reaction (Blink Theory)* as to whether the idea has potential and should either be kept or dropped.

1. Majority rules – keep it simple.
2. A person with a vested interest in an idea (if you originated the idea and think of it as your own) should not vote on that particular idea.
3. If the majority votes down an idea, but at least one person feels strongly that it should be kept alive, that should be noted.

The Go...No-Go decision process should reduce the overall list to the range of 25-50 ideas.

Stage 3 : : Matrix Analysis

The remaining ideas should be assessed using several different criteria. The most common way to do this is to make a matrix (i.e. spreadsheet) with the ideas listed in the first column on the left side and the criteria across the columns on the top. Some or all of the following concept selection criteria should be considered:

1. Does the idea fulfill a strong or important consumer need?
2. How well does this opportunity leverage Motorola's core capabilities?
3. Is this a significant opportunity for revenue generation?
4. Does the idea capture your assigned topic (e.g. accessories)?
5. Given that mobile devices have a short turnaround, does this solution capture the here and now, or is it more forward progressive?
6. Would you be personally excited about working on this opportunity?
7. How well do you think Motorola could sell this new product into its existing channels of distribution?
8. Would this opportunity be a brand fit with who and what Motorola is?

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Each team can determine their own selection criteria, for example, use numbers 1, 4, 5, and 6 from the list above, and perhaps add one or two more columns germane to your particular domain of *distributed architecture*.

Once the matrix is established, each group member ranks each idea for each criterion. Use a 1-5 scale, with 1 being the worst, and 5 the best. Average the group votes in each matrix entry, and then sum the rows (add a column to do this). In some methods, you can attach weighting factors to the columns; for this case, assume they are equally weighted.

Once all ideas are ranked, reorder the matrix (you can now understand why a spreadsheet is appropriate), and move from best (highest score) to worst. It should be relatively easy to discard a large number of alternatives, and *the goal is to identify the top ten, but not to rank those ten*.

The matrix provides guidance and a forum for discussion, not answers. The team should reach consensus about the final set of 10 (Top 10). Be aware that it *may not* be exactly the same as the 10 ideas with the highest numerical scores.

In a subsequent assignment, **Concept Cards** and **Concept Testing**, will be used to assist your team to further reduce its top 10 ideas down to the single best, most viable, most appropriate, idea to develop into a new product/system.

Each team should prepare a short report, 2 to 4 pages in length plus exhibits and tables, which will describe the three stage idea screening process you used and the results for each stage in the form of tables. This report will be given to Motorola and should be handed in both hard copy (to Prof. Page) and electronic formats (uploaded to IPD web site). This will also become another chapter of your team's overall documentation process.

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Project Requirements

1. Organize/categorize all ideas, discard redundancies.
2. Establish evaluation/screening criteria and create spreadsheet.
3. Team evaluation - Go...No Go. Selection of Top 10.
4. Prepare 2-4 page report plus all accompanying exhibits/tables.

Due Date Tuesday, January 27, 2009