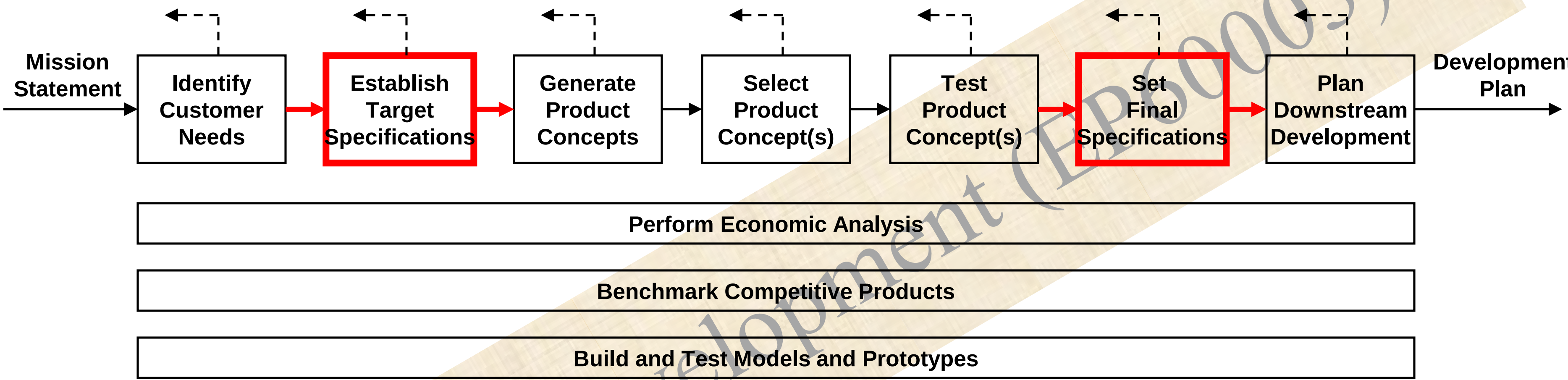
Product Specifications

Product Development (EP60003)

Concept Development Process



Target Specs

Based on customer needs and benchmarking

Final Specs

Based on selected concept, feasibility, models, testing, and trade-offs

Product Development (EP0003)

Product Specifications Example: Mountain Bike Suspension Fork

Challenges

'Specialized Bicycle Components' after assembling a list of customer needs faced the following challenges:

- How could the relatively subjective customer needs be translated into precise targets for the remaining development effort?
- How could the team & its senior management agree on what would constitute success or failure of the resulting product design?
- How could the team develop confidence that its intended product would garner a substantial share of the suspension fork market?
- How could the team resolve the inevitable trade-offs among product characteristics like cost & weight?

Product Development (EP60003)

Start with the Customer Needs

#		NEED	Imp
1	The suspension	reduces vibration to the hands.	3
2	The suspension	allows easy traversal of slow, difficult terrain.	2
3	The suspension	enables high speed descents on bumpy trails.	5
4	The suspension	allows sensitivity adjustment.	3
5	The suspension	preserves the steering characteristics of the bike.	4
6	The suspension	remains rigid during hard cornering.	4
7	The suspension	is lightweight.	4
8	The suspension	provides stiff mounting points for the brakes.	2
9	The suspension	fits a wide variety of bikes, wheels, and tires.	5
10	The suspension	is easy to install.	1
11	The suspension	works with fenders.	1
12	The suspension	instills pride.	5
13	The suspension	is affordable for an amateur enthusiast.	5
14	The suspension	is not contaminated by water.	5
15	The suspension	is not contaminated by grunge.	5
16	The suspension	can be easily accessed for maintenance.	3
17	The suspension	allows easy replacement of worn parts.	1
18	The suspension	can be maintained with readily available tools.	3
19	The suspension	lasts a long time.	5
20	The suspension	is safe in a crash.	5

Product Development (EP0003)

The Product Specs Process

- Prepare the list of metrics
- Collect competitive benchmarking information
- Set ideal & marginally acceptable target values
- Reflect on the Results and the Process

Product Development (EP60003)

Establish Metrics and Units

Metric #	Need #s	Metric	Imp	Units
1	1,3	Attenuation from dropout to handlebar at 10hz	3	dB
2	2,6	Spring pre-load	3	N
3	1,3	Maximum value from the Monster	5	g
4	1,3	Minimum descent time on test track	5	s
5	4	Damping coefficient adjustment range	3	N-s/m
6	5	Maximum travel (26in wheel)	3	mm
7	5	Rake offset	3	mm
8	6	Lateral stiffness at the tip	3	kN/m
9	7	Total mass	4	kg
10	8	Lateral stiffness at brake pivots	2	kN/m
11	9	Headset sizes	5	in
12	9	Steertube length	5	mm
13	9	Wheel sizes	5	list
14	9	Maximum tire width	5	in
15	10	Time to assemble to frame	1	s
16	11	Fender compatibility	1	list
17	12	Instills pride	5	subj
18	13	Unit manufacturing cost	5	US$
19	14	Time in spray chamber w/o water entry	5	s
20	15	Cycles in mud chamber w/o contamination	5	k-cycles
21	16,17	Time to disassemble/assemble for maintenance	3	s
22	17,18	Special tools required for maintenance	3	list
23	19	UV test duration to degrade rubber parts	5	hours
24	19	Monster cycles to failure	5	cycles
25	20	Japan Industrial Standards test	5	binary
26	20	Bending strength (frontal loading)	5	MN

Product Development (EP60003)

Link Metrics to Needs

Need		1 Attenuation from dropout to handlebar at 10hz	2 Spring pre-load	3 Maximum value from the Monster	4 Minimum descent time on test track	5 Damping coefficient adjustment range	6 Maximum travel (26in wheel)	7 Rake offset	8 Lateral stiffness at the tip	9 Total mass	10 Lateral stiffness at brake pivots	11 Headset sizes	12 Steertube length	13 Wheel sizes	14 Maximum tire width	15 Time to assemble to frame	16 Fender compatibility	17 Instills pride	18 Unit manufacturing cost	19 Time in spray chamber w/o water entry	20 Cycles in mud chamber w/o contamination	21 Time to disassemble/assemble for maintenance	22 Special tools required for maintenance	23 UV test duration to degrade rubber parts	24 Monster cycles to failure	25 Japan Industrial Standards test	26 Bending strength (frontal loading)
1	reduces vibration to the hands.	•		•	•																						
2	allows easy traversal of slow, difficult terrain.		•																								
3	enables high speed descents on bumpy trails.	•		•	•																						
4	allows sensitivity adjustment.					•																					
5	preserves the steering characteristics of the bike.						•	•																			
6	remains rigid during hard cornering.		•						•																		
7	is lightweight.									•																	
8	provides stiff mounting points for the brakes.										•																
9	fits a wide variety of bikes, wheels, and tires.											•	•	•	•												
10	is easy to install.															•											
11	works with fenders.																•										
12	instills pride.																	•									
13	is affordable for an amateur enthusiast.																		•								
14	is not contaminated by water.																			•							
15	is not contaminated by grunge.																				•						
16	can be easily accessed for maintenance.																					•					
17	allows easy replacement of worn parts.																					•	•				
18	can be maintained with readily available tools.																						•				
19	lasts a long time.																							•	•		
20	is safe in a crash.																									•	•

Guidelines for forming the metrics

- Metrics should be complete
- Metrics should be dependent variables
- Metrics should be practical
- Some needs are not quantifiable
- The metrics should include popular criteria for comparison in the marketplace

Product Development (EP60003)

Benchmark on Customer Needs

#	NEED		Imp	ST Tritrack	Maniray 2	Rox Tahx Quadra	Rox Tahx Ti 21	Tonka Pro	Gunhill Head Shox
1	The suspension	reduces vibration to the hands.	3	•	••••	••	•••••	••	•••
2	The suspension	allows easy traversal of slow, difficult terrain.	2	••	••••	•••	•••••	•••	•••••
3	The suspension	enables high speed descents on bumpy trails.	5	•	•••••	••	•••••	••	•••
4	The suspension	allows sensitivity adjustment.	3	•	••••	••	•••••	••	•••
5	The suspension	preserves the steering characteristics of the bike.	4	••••	••	•	••	•••	•••••
6	The suspension	remains rigid during hard cornering.	4	•	•••	•	•••••	•	•••••
7	The suspension	is lightweight.	4	•	•••	•	•••	••••	•••••
8	The suspension	provides stiff mounting points for the brakes.	2	•	••••	•••	•••	••	•••••
9	The suspension	fits a wide variety of bikes, wheels, and tires.	5	••••	•••••	•••	•••••	•••	•
10	The suspension	is easy to install.	1	••••	•••••	••••	••••	•••••	•
11	The suspension	works with fenders.	1	•••	•	•	•	•	•••••
12	The suspension	instills pride.	5	•	••••	•••	•••••	•••	•••••
13	The suspension	is affordable for an amateur enthusiast.	5	•••••	•	•••	•	•••	••
14	The suspension	is not contaminated by water.	5	•	•••	••••	••••	••	•••••
15	The suspension	is not contaminated by grunge.	5	•	•••	•	••••	••	•••••
16	The suspension	can be easily accessed for maintenance.	3	••••	•••••	••••	••••	•••••	•
17	The suspension	allows easy replacement of worn parts.	1	••••	•••••	••••	••••	•••••	•
18	The suspension	can be maintained with readily available tools.	3	•••••	•••••	•••••	•••••	••	•
19	The suspension	lasts a long time.	5	•••••	•••••	•••••	•••	•••••	•
20	The suspension	is safe in a crash.	5	•••••	•••••	•••••	•••••	•••••	•••••

Product Development (EP5003)

Benchmark on Metrics

Metric #	Need #s	Metric	Imp	Units	ST Tritrack	Maniray 2	Rox Tahx Quadra	Rox Tahx Ti 21	Tonka Pro	Gunhill Head Shox
1	1,3	Attenuation from dropout to handlebar at 10hz	3	dB	8	15	10	15	9	13
2	2,6	Spring pre-load	3	N	550	760	500	710	480	680
3	1,3	Maximum value from the Monster	5	g	3.6	3.2	3.7	3.3	3.7	3.4
4	1,3	Minimum descent time on test track	5	s	13	11.3	12.6	11.2	13.2	11
5	4	Damping coefficient adjustment range	3	N-s/m	0	0	0	200	0	0
6	5	Maximum travel (26in wheel)	3	mm	28	48	43	46	33	38
7	5	Rake offset	3	mm	41.5	39	38	38	43.2	39
8	6	Lateral stiffness at the tip	3	kN/m	59	110	85	85	65	130
9	7	Total mass	4	kg	1.409	1.385	1.409	1.364	1.222	1.1
10	8	Lateral stiffness at brake pivots	2	kN/m	295	550	425	425	325	650
11	9	Headset sizes	5	in	1.000 1.125	1.000 1.125 1.250	1.000 1.125	1.000 1.125 1.250	1.000 1.125	NA
12	9	Steertube length	5	mm	150 180 210 230 255	140 165 190 215	150 170 190 210	150 170 190 210 230	150 190 210 220	NA
13	9	Wheel sizes	5	list	26in	26in	26in	26in 700C	26in	26in
14	9	Maximum tire width	5	in	1.5	1.75	1.5	1.75	1.5	1.5
15	10	Time to assemble to frame	1	s	35	35	45	45	35	85
16	11	Fender compatibility	1	list	Zefal	none	none	none	none	all
17	12	Instills pride	5	subj	1	4	3	5	3	5
18	13	Unit manufacturing cost	5	US$	65	105	85	115	80	100
19	14	Time in spray chamber w/o water entry	5	s	1300	2900	>3600	>3600	2300	>3600
20	15	Cycles in mud chamber w/o contamination	5	k-cycles	15	19	15	25	18	35
21	16,17	Time to disassemble/assemble for maintenance	3	s	160	245	215	245	200	425
22	17,18	Special tools required for maintenance	3	list	hex	hex	hex	hex	long hex	hex, pin wrnch
23	19	UV test duration to degrade rubber parts	5	hours	400+	250	400+	400+	400+	250
24	19	Monster cycles to failure	5	cycles	500k+	500k+	500k+	480k	500k+	330k
25	20	Japan Industrial Standards test	5	binary	pass	pass	pass	pass	pass	pass
26	20	Bending strength (frontal loading)	5	MN	55	89	75	75	62	102

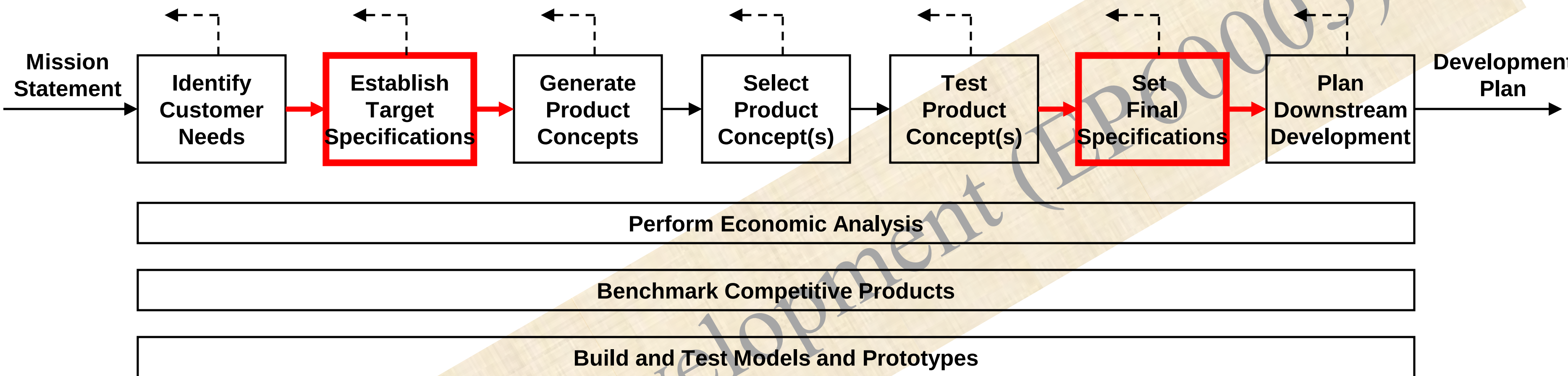
Product Development (EP60003)

Assign Marginal and Ideal Values

	Metric	Units	Marginal Value	Ideal Value
1	Attenuation from dropout to handlebar at 10hz	dB	>10	>15
2	Spring pre-load	N	480 - 800	650 - 700
3	Maximum value from the Monster	g	<3.5	<3.2
4	Minimum descent time on test track	s	<13.0	<11.0
5	Damping coefficient adjustment range	N-s/m	0	>200
6	Maximum travel (26in wheel)	mm	33 - 50	45
7	Rake offset	mm	37 - 45	38
8	Lateral stiffness at the tip	kN/m	>65	>130
9	Total mass	kg	<1.4	<1.1
10	Lateral stiffness at brake pivots	kN/m	>325	>650
11	Headset sizes	in	1.000 1.125	1.000 1.125 1.250
12	Steertube length	mm	150 170 190 210	150 170 190 210 230
13	Wheel sizes	list	26in	26in 700c
14	Maximum tire width	in	>1.5	>1.75
15	Time to assemble to frame	s	<60	<35
16	Fender compatibility	list	none	all
17	Instills pride	subj	>3	>5
18	Unit manufacturing cost	US$	<85	<65
19	Time in spray chamber w/o water entry	s	>2300	>3600
20	Cycles in mud chamber w/o contamination	k-cycles	>15	>35
21	Time to disassemble/assemble for maintenance	s	<300	<160
22	Special tools required for maintenance	list	hex	hex
23	UV test duration to degrade rubber parts	hours	>250	>450
24	Monster cycles to failure	cycles	>300k	>500k
25	Japan Industrial Standards test	binary	pass	pass
26	Bending strength (frontal loading)	MN	>70	>100

Product Development (EP60003)

Concept Development Process



Target Specs

Based on customer needs and benchmarking

Final Specs

Based on selected concept, feasibility, models, testing, and trade-offs

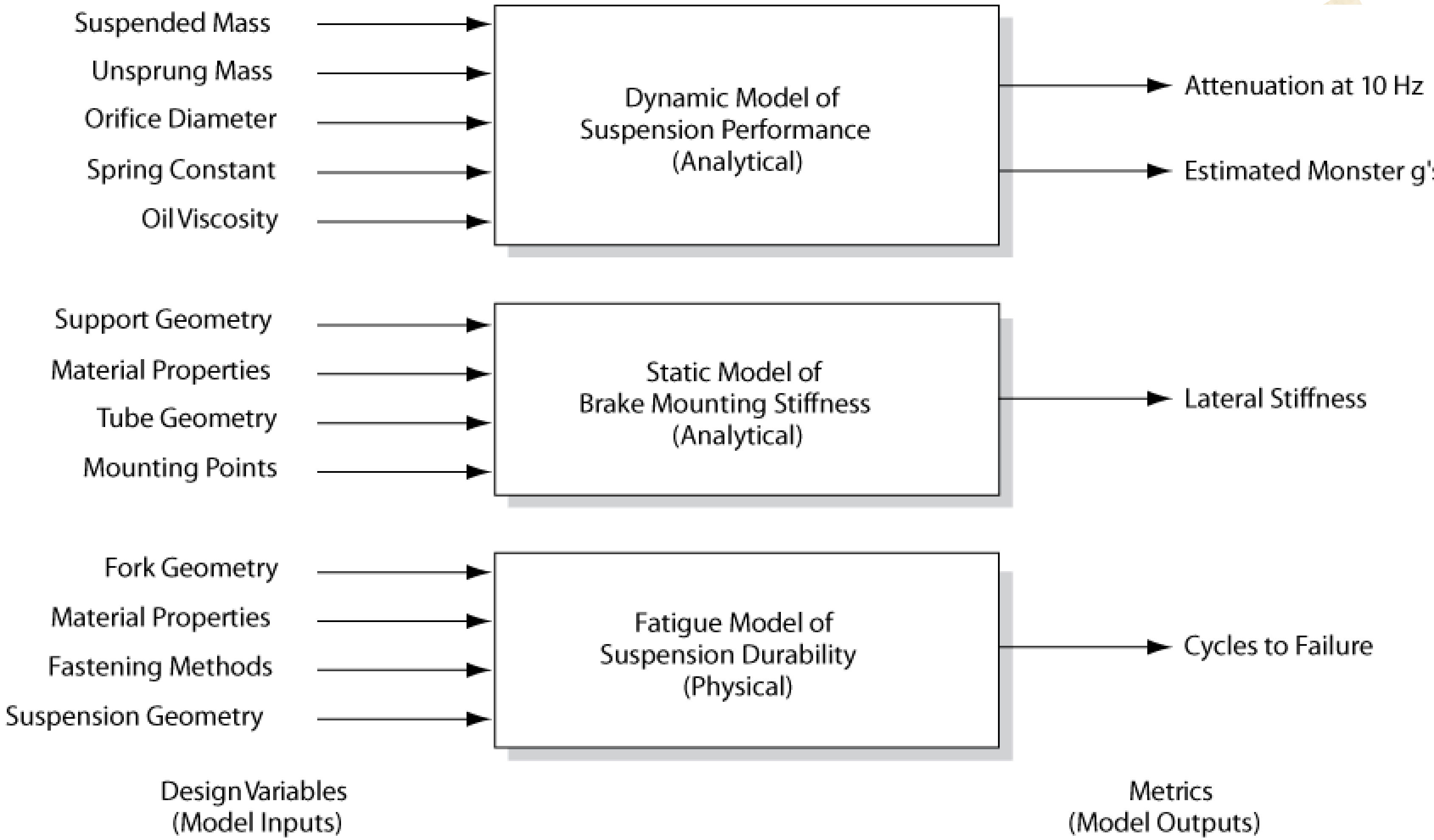
Product Development (EP0003)

Setting the Final Spec.

The Process:

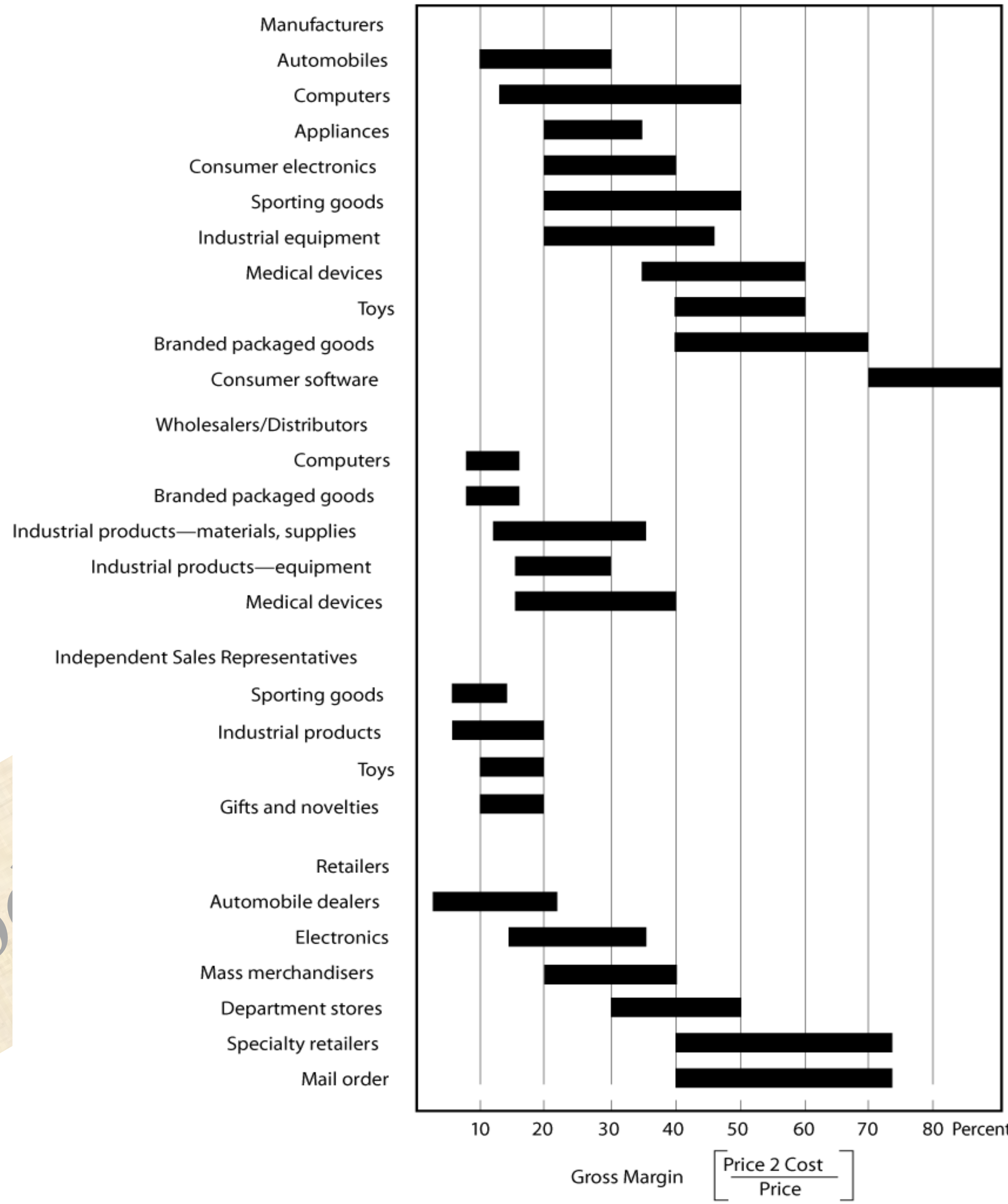
1. **Develop technical models of the product**
2. **Develop a cost model of the product**
3. **Refine the spec., making trade-offs where necessary**
4. **Flow down the spec. as appropriate**
5. **Reflect on results & the process**

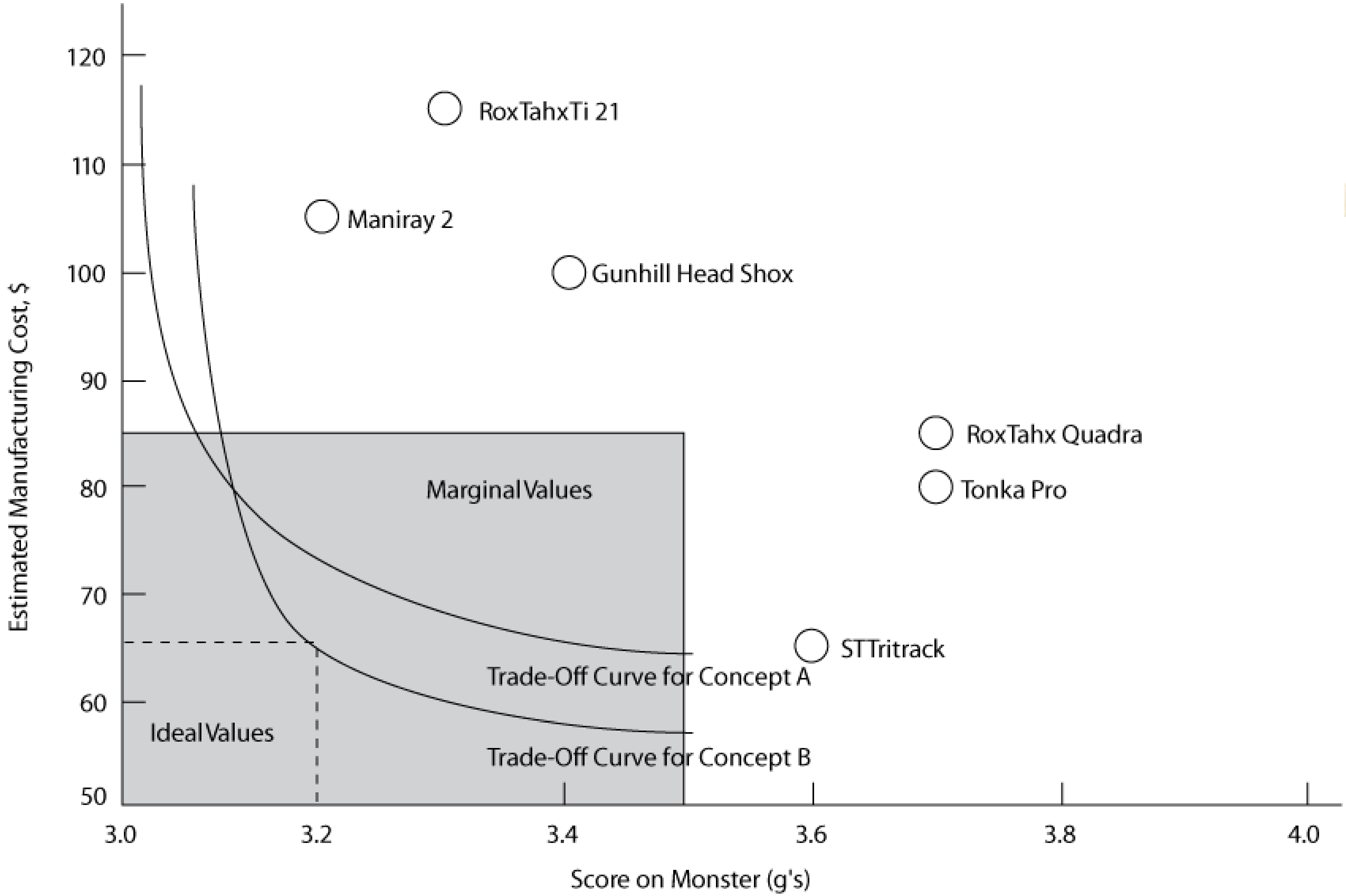
Product Development (EPC0003)



Suspended Mass
Unsprung Mass
Orifice Diameter
Spring Constant
Oil Viscosity
Dynamic Model of Suspension Performance (Analytical)
Attenuation at 10 Hz
Estimated Monster g's
Support Geometry
Material Properties
Tube Geometry
Mounting Points
Static Model of Brake Mounting Stiffness (Analytical)
Lateral Stiffness
Fork Geometry
Material Properties
Fastening Methods
Suspension Geometry
Fatigue Model of Suspension Durability (Physical)
Cycles to Failure
Design Variables (Model Inputs)
Metrics (Model Outputs)

Component	Qty/	High	Low	High Total	Low Total
	Fork	($ pu)	($ pu)	($/fork)	($/fork)
Steer Tube	1	2.5	2	2.5	2
Crown	1	4	3	4	3
Boot	2	1	0.75	2	1.5
Lower Tube	2	3	2	6	4
Lower Tube top cover	2	2	1.5	4	3
Main lip seal	2	1.5	1.4	3	2.8
Slide bushing	4	0.2	0.18	0.8	0.72
Slide bushing spacer	2	0.5	0.4	1	0.8
Lower tube plug	2	0.5	0.35	1	0.7
Upper tube	2	5.5	4	11	8
Upper tube top cap	2	3	2.5	6	5
Upper tube adjustment knob	2	2	1.75	4	3.5
Adjustment shaft	2	4	3	8	6
Spring	2	3	2.5	6	5
Upper tube orifice cap	1	3	2.25	3	2.25
Orifice springs	4	0.5	0.4	2	1.6
Brake studs	2	0.4	0.35	0.8	0.7
Brake brace bolt	2	0.25	0.2	0.5	0.4
Brake brace	1	5	3.5	5	3.5
Oil (l)	0.1	2.5	2	0.25	0.2
Misc. snap rings, o-rings	10	0.15	0.1	1.5	1
Decals	4	0.25	0.15	1	0.6
Assembly at $20/hr.		30 min	20 min	10	6.67
Overhead at 25% of direct cost				20.84	15.74
Total				104.19	78.68


Manufacturers
Automobiles
Computers
Appliances
Consumer electronics
Sporting goods
Industrial equipment
Medical devices
Toys
Branded packaged goods
Consumer software
Wholesalers/Distributors
Computers
Branded packaged goods
Industrial products—materials, supplies
Industrial products—equipment
Medical devices
Independent Sales Representatives
Sporting goods
Industrial products
Toys
Gifts and novelties
Retailers
Automobile dealers
Electronics
Mass merchandisers
Department stores
Specialty retailers
Mail order
10 20 30 40 50 60 70 80 Percent
Gross Margin
Price 2 Cost
Price



120
110
100
90
80
70
60
50
Estimated Manufacturing Cost, $
RoxTahxTi 21
Maniray 2
Gunhill Head Shox
RoxTahx Quadra
Tonka Pro
STTritrack
Marginal Values
Ideal Values
Trade-Off Curve for Concept A
Trade-Off Curve for Concept B
3.0
3.2
3.4
3.6
3.8
4.0
Score on Monster (g's)

Set Final Specifications

	METRIC	Units	Value
1	Attenuation from dropout to handlebar at 10hz	dB	>12
2	Spring pre-load	N	650
3	Maximum value from the Monster	g	<3.4
4	Minimum descent time on test track	s	<11.5
5	Damping coefficient adjustment range	N-s/m	>100
6	Maximum travel (26in wheel)	mm	43
7	Rake offset	mm	38
8	Lateral stiffness at the tip	kN/m	>75
9	Total mass	kg	<1.4
10	Lateral stiffness at brake pivots	kN/m	>425
11	Headset sizes	in	1.000 1.125
12	Steertube length	mm	150 170 190 210 230
13	Wheel sizes	list	26in
14	Maximum tire width	in	>1.75
15	Time to assemble to frame	s	<45
16	Fender compatibility	list	Zefal
17	Instills pride	subj	>4
18	Unit manufacturing cost	US$	<80
19	Time in spray chamber w/o water entry	s	>3600
20	Cycles in mud chamber w/o contamination	k-cycles	>25
21	Time to disassemble/assemble for maintenance	s	<200
22	Special tools required for maintenance	list	hex
23	UV test duration to degrade rubber parts	hours	>450
24	Monster cycles to failure	cycles	>500k
25	Japan Industrial Standards test	binary	pass
26	Bending strength (frontal loading)	MN	>100

Product Development (EP60003)

Reflect on the Results & Process

1. **Is the product a winner?**

2. **How much uncertainty is there in the technical & cost models?**

3. **Is the concept chosen best suited to the target market or could it be best applied in another market?**

4. **Should the firm initiate a formal effort to develop better technical models of some aspect of the product's performance for future use?**

Product Development (EP60003)