Target Specifications

Quality Function Deployment

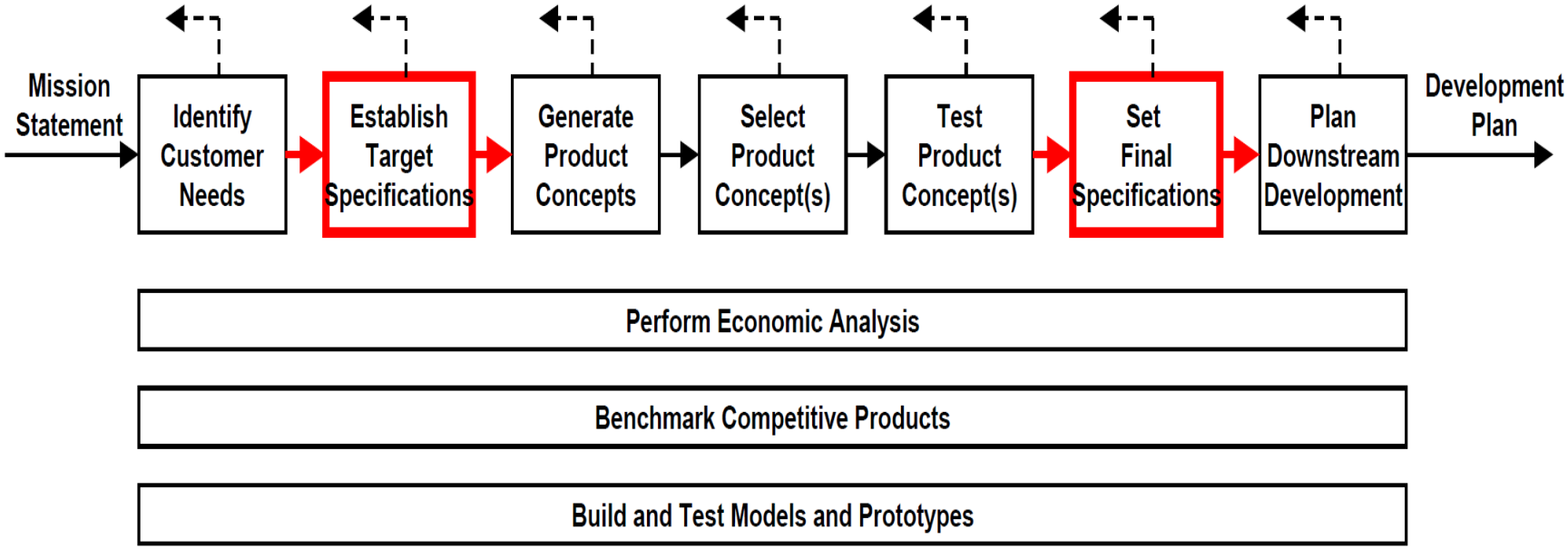
Target specifications provides answers to the following:

- How could be the relatively subjective customer needs be translated into precise targets for remaining development efforts? (ex need- light weight, Specification- 60 grams)
- How could team and 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 substantial share of the market?
- How could the team resolve inevitable trade-offs among product characteristics like cost and weight?

The Target Specification Process

- Prepare the list of metrics, using the need-metrics, if necessary
- Collect competitive benchmarking information
- Set ideal and marginally acceptable target values of each metric
- Reflect on the result and the process

Concept Development Process



Target Specs

Based on customer needs and benchmarking

Final Specs

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

- A specification consists of a metric and a value. (Ex. Average time to assemble is a metric, while less than 75 seconds is a value)
- The most useful metrics are those that reflect as directly as possible the degree to which the product satisfies the customer need

The Product Specification Process

- Set Target Specifications
  - Based on customer needs and benchmarks
  - Develop metrics for each need
  - Set ideal and acceptable values
- Refine Specifications
  - Based on selected concept and feasibility testing
  - Technical modelling
  - Trade-offs are critical
- Reflect on the Results and the Process
  - Critical for on going improvement

Example:
Mountain Bike Suspension Fork

Step 1-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

Step 1- Establish Metrics and Units

- A good way to generate the list of metrics is to contemplate each need in turn and to consider what precise, measurable characteristics of the product will reflect the degree to which the product satisfies that need

Step 1-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

Step 1- Link Metrics to Needs

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

Step 2-Benchmark on Customer Needs

- Chinese warrior Sun Tzu “know your enemy to know yourself, in a hundred battle you will never peril”
- Target specification is the language used by the team to position new products (perceptual mapping). Information on competitive product is essential as no team can expect to succeed without this type of information

Step 2-Benchmark on Customer Needs-the Xerox way

- Form a list of design issues
- Form a list of competitive or related products. Pick one that is most crucial for design team to fully understand
- The designer team should gather information on the product and related products, the functions they perform, the target market segments
- Tear down multiple products in class
- Benchmark by functions
- Establish best in class competitors by function
- Plot industry trend

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	•••••	•••••	•••••	•••••	•••••	•••••

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

Step 3-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

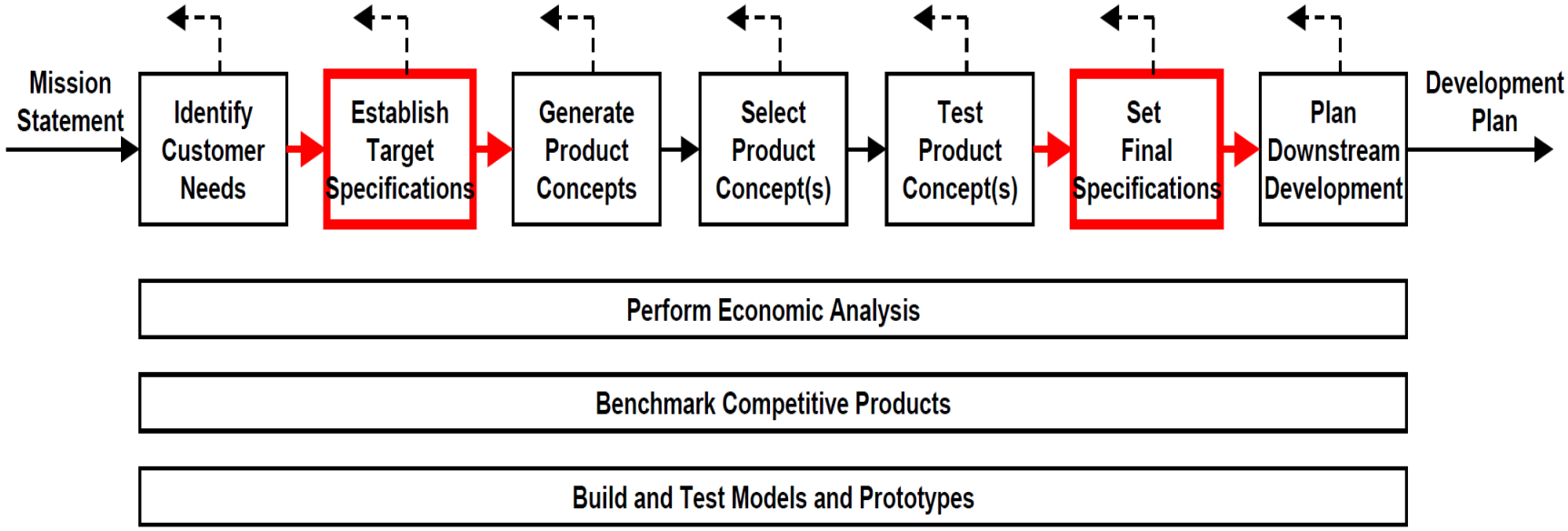
Refining the Specifications

- Specifications, which originally are targets expressed as broad range of values are now refined and made more precise

Refining the Specifications- A Four Steps Process

- Develop a technical model of the product
- Develop a cost model of the product
- Refine the specifications making trade off, where necessary
- Reflect on result and process

Concept Development Process



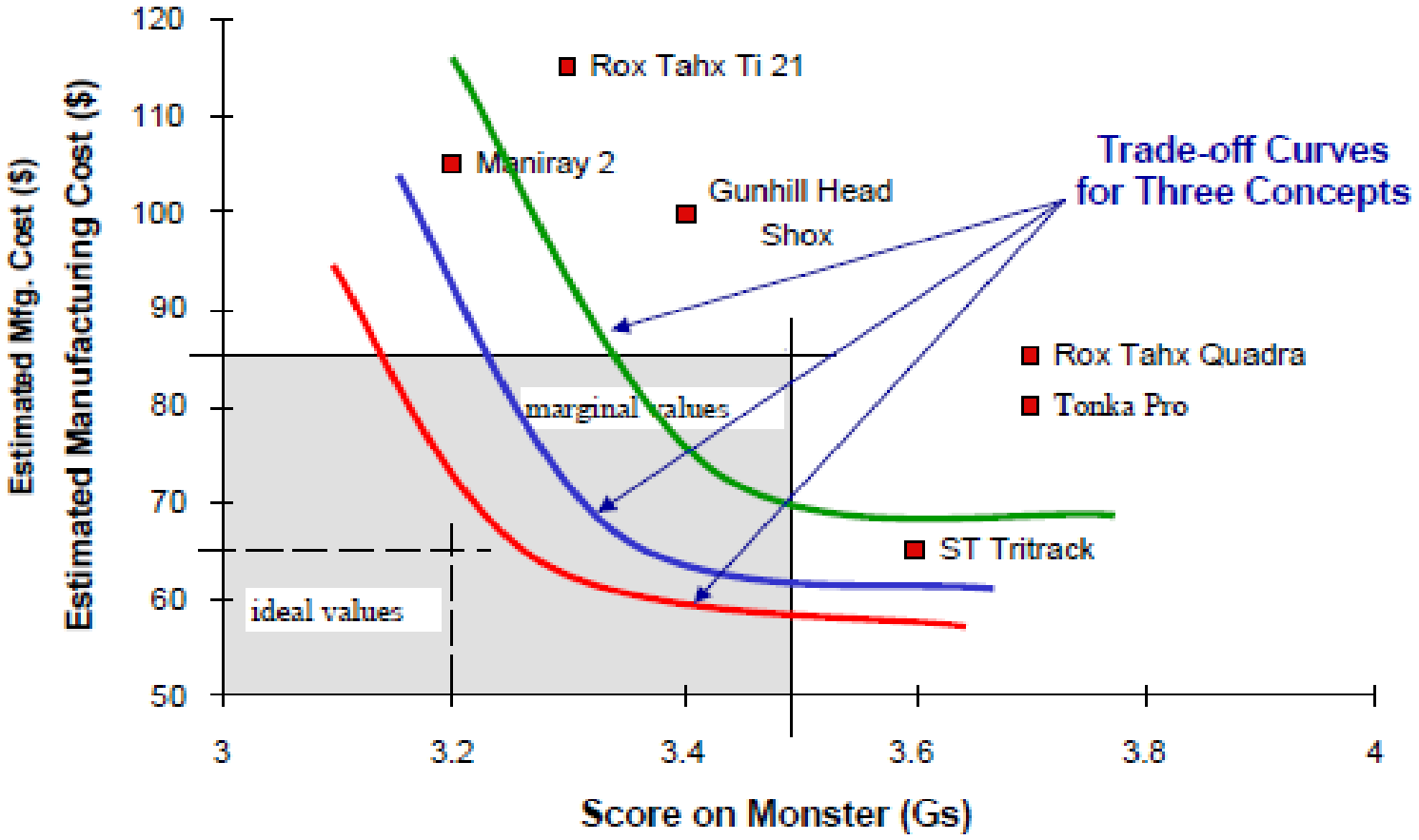
Target Specs

Based on customer needs and benchmarking

Final Specs

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

Specification Trade-offs



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

Quality Function Deployment (House of Quality)