

## **Critical analysis of comparative case material on ‘Product advantage, Concept development and testing process’**

### **1. The firm**

iOmniscient is a small Australian based firm utilizing AI-based multi-sensing technologies to ensure businesses or individuals get real-time responses by analyzing information from crowded spaces. The firm has 51-100 employees, including sales representatives around the world (Home, 2018). Target customers belong to 30 different industries ranging from airports, shopping malls, restaurants, oil, and gas, together with the railway industry.

Australian-based NOJA Power is a firm specializing in the provision of energy equipment with the mission of offering customers integrated systems through innovation, reliability, and quality service delivery (Solutions, 2019). The firm’s managing director, Neil O’Sullivan, explains that the brand is in the right track to attaining its mission through the current development of VISI-SWITCH to replace the older air break switch system. NOJA Power has 250 employees in its Murarrie headquarters, with about 50 representatives around the globe including single-person representatives. Besides, the firm has about 30 employees in its Brazilian factory. The target customers are electricity utilities across the world.

Apple Inc. is a popular company dealing both in software and hardware best recognized for offering a range of personal computers, and the iPad and iPhone. Apple Inc. offers revolutionizing products to their customers (Richardson & Terrell, 2008). Apple offers premium products. The market segmentation includes music lovers, teenagers, and professionals for Apple iPhone, and MacBook.

Amazon brand is one of the most popular success stories in the digital era. The company has seen significant growth since its first launch in 1994. The brand is recognized as a global leader in cloud computing operations and e-commerce (Yu, 2017). The company targets both the local and overseas market, given the universal nature of books and the increased need for information acquisition and exchange.

### **2. Opportunity identification, idea generation and screening**

According to Dr. Rustom Kanga, iOmniscient’s CEO, the business was launched due

to identification of a need for improved technology to replace the 'primitive' methods of providing security (human guards walking with dogs).

In the case of NOJA Power, the market was characterized by SF6 Gas switch, which was toxic to the environment. NOJA Power saw the need to develop an environmentally friendly product, thus the designing of the automatic recloser.

Apple emerged at a time when the world was experiencing the increased usage of Microprocessors, thus, creating the need for the development of software and machines to utilize them (Richardson & Terrell, 2008).

The original idea of the Amazon's CEO, Jeff Bezos, was to offer an online platform for retailing of books. This was feasible since books are universal merchandise. The long-term goal involved expanding the firm into other product categories (Yu, 2017).

### **3. Idea and concept generation**

iOmniscient partnered with Digital Equipment Corporation to develop and integrate AI technology into the security space. The technology developed by combining traditional skill-sets with digital technology. Currently, the firm has incorporated Smell and Sound Analytics in its solutions portfolio.

NOJA Power's initial inception involved research in the development of reliable switchgear with the available technology, hence development of the first generation of the brand's product. The introduction of new technologies, in particular, the smart grid to increase electricity supply reliability.

While pursuing the identified opportunity, Apple developed Apple-I computer. Given the positive response from the market, Apple decided to evolve its products to offer appellant devices to customers. Thus, the production of products like HomePod and Apple Watch.

Amazon's Bezos adopted the strategy of offering the target customers greater value through combining comprehension selection, instant access, and extraordinary convenience. Amazon's products were also affordable given the low pricing.

### **4. Concept testing process (potential customer feedback)**

The initial market reception of the iOmniscient technology was low since most organizations were not prepared to integrate AI technology in their operations. The

company launched market awareness and education to inform them how their AI-based solutions would improve their security levels and productivity. Even so, the brand still experienced low reception in the local market.

NOJA Power utilises an independent test laboratory called KEMA. The new products are externally tested and then certified by this company. This kind of testing is efficient since KEMA has cutting edge testing facilities that ensures the products that are introduced in to the market by the company are not only efficient but also safe. NOJA Power's market testing strategy relies on testing products against the right specifications and standards to determine efficiency and reliability.

The testing process at Apple Inc. are tested on a regular basis. Every Monday, the executive teams meet together to test the new products under development (Penzarino, 2018). The Apple brand was only tailored towards a specific market segment as a premium product. The brand was not popularly received in the market since most of people could not afford its products.

The Amazon brand was well received in the market, including international sales through shipment. However, there were complaints concerning delays in delivering orders.

### **5. Use of findings of concept testing process**

After facing a negative response in Australia, iOmniscient marketed its technologies in the IFSEC security show in London. The security show was a success, and the response was positive, attracting its very first customer—South Wales Police. The firm stays ahead of the competition by designing its technologies ahead of market need and educates their customer to spark a need.

The feedback from the testing process is very important in the development of products that are of the highest quality. At NOJA Power, if KEMA is not satisfied by the quality of a product, recommendations on how to improve the product. The recommendations are then utilised to develop the product before returning it for further testing. The NOJA Power brand differentiated itself by developing unique products, such as the intelligence switchgear, that supported the green energy campaign. The product designing phase meets customer specifications and required standards.

At Apple Inc. the feedback from the executive team is used to design the product further (Penzarino, 2018). Apple embarked on a marketing plan focused on simplistic in the presentation of the devices—iPhone, Mac, iPad with minimal market segmentation bias, thus, it's secret towards attaining their mass-marketed and worldwide appeal goal.

Amazon utilized the opportunity to gain experience, customer knowledge, and operation capacity. Therefore, the company advanced the business transforming the brand into a successful and prominent business. The firm made adjustments to ensure flexibility, convince, and reliability in making deliveries (Yu, 2017).

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