Chapter VI Summary of Part One
The major points of the preceding chapters are summarized with the following statements.

1. Despite all words about being market oriented, research findings and personal experience indicate that the users and their needs so far have been neglected in most organizations.

2. In order to get and retain satisfied customers a growing number of companies focuses on development of a market oriented culture and user-friendly products.

3. The purpose of this book is to develop understanding and indicate how organizations can become more market oriented in their strategic and operational activities.

4. The focus is on matching market and technology; attention is also given to other aspects of product innovation processes, first of all the human issues.

5. The major attention is devoted to the needs of the users and the society, but the interests of other stakeholders are also taken into consideration.

6. A pioneer of market oriented thinking is John Patterson who created a service attitude in his company, assessed the needs of the users, and introduced new marketing techniques.

7. Market oriented product innovation during the 1960-70s was concentrated on user-friendly products; in the 1980s the organizational culture came into the foreground, and in the 1990s customer satisfaction has become a key issue.

8. A variety of research projects shows that most new and radically improved products are the result of technology push, whereas minor improvements originate from the pull of the market.

9. Mass production of standard products has dominated, but small batch and one-off production methods in many industries make it possible to produce customized products at competitive costs.

10. The users are becoming more cosmopolitan with similar needs, allowing for global standardized products. However, traditions and local needs point to customized products.
11. An ambitious Europe, an aggressive Japan, a rapidly advancing USA, and an aspiring China, followed by new industrialized countries, result in a highly competitive global climate.

12. A large number of unfilled societal needs related to the external and internal environment require a determined effort from industry to improve the situation.

13. Companies must develop environment-friendly products and processes ("eco-management"), and satisfy environmental needs throughout the product life cycle ("eco-design").

14. The term market orientation indicates that the employees recognize that the products they develop, make and sell, have to satisfy the needs of the users and the society by integrating market and technology.

15. In a societal context the product innovation process encompasses discovery, invention, application and diffusion.

16. At the company level the process comprises generation of ideas, utilization of ideas, preparation for implementation, implementation, and disposal.

17. An original product innovation can be basic, representing a major advance of the primary function, or incremental (improvement innovation), referring to a new solution, or application, of a component or function.

18. An adopted product innovation can be a pure adoption, a copy of a product developed by others, or an adaption, a change of a product to satisfy special user needs.

19. The essence of the product innovation process is to develop solutions that fulfil the needs of the stakeholders, first of all the users, and, increasingly, the society.

20. The need term refers to something that is wanted. Rational needs concern function and performance; emotional needs relate to appearance, novelty and status.

21. Societal needs relate to protection of the environment, resource depletion, energy conservation, transport of goods and persons, safety and health.

22. Creativity is thinking that results in novel and worth-while ideas. It is most important at the