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New Product Success

A tier-2 cell that out-travels most landmarks.

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15

Ns

NEW PRODUCT SUCCESS

FAMILY	6 · Innovation and New Products
ERA	2 · Planning (1970s)
BLOCK	IC · Implementation Content
TIER	2 · Major
ROLE	Landmark test, with a secondary defining role
LINEAGE	Cell 2 of 7 in the Innovation and New Products column

ANCHOR WORKS

Cooper (1979), *The Dimensions of Industrial New Product Success and Failure*, Journal of Marketing.

BY THE NUMBERS

23 documented links name it as a source, third in the table

11 families reached by those links

5 anchor works cite it, in three families

5 block changes in its family, second most in the table

RELATED CELLS

Df Innovation Diffusion · **Lu** Lead Users · **Iv** Innovativeness · **Ri** Radical Innovation

Next in the series: **Ma** Market-Based Assets, **Mk** Marketing Capabilities, **Pa** Positional Advantage.

WHAT IT IS

Cooper's NewProd study identified the dimensions that distinguish industrial new product successes from failures: product uniqueness and superiority, market knowledge and marketing proficiency, and technical and production proficiency. It is the table's first empirical success-factor study and the template for four decades of research asking the same question with better data.

THE LINEAGE



The most restless column in the table: five of its six transitions change strategy block (environment, content, process, inputs, content, process). Only Stakeholders and Sustainability drifts more. Innovation research keeps relocating, which is one reason it is hard to teach as one stream.

WHERE IT TRAVELS

Two curated links out, **Proactive Market Orientation** (latent needs drive new product success) and **Exploration-Exploitation** (judged by new product outcomes), plus 21 deep-dive mentions in 11 families, eight of them in Learning and Knowledge. It travels as a vocabulary: "new product success" is the outcome variable of half the learning stream.

WHAT IT RESTS ON

One curated link in, from the **Marketing Concept** (Mc): market knowledge and marketing proficiency are the concept applied to development. Cooper (1979) cites no other anchor work on the table, the only cell among the ten that started its lineage from outside it.

DESCENDANTS YOU WOULD NOT GUESS

Only five anchor works cite it, in three families: the diffusion research agenda (Gatignon and Robertson, 1985), both **Pioneer Advantage** reassessments (Kerin, Varadarajan, and Peterson, 1992; Golder and Tellis, 1993), new service development (Johne and Storey, 1998), and the success-factor meta-analysis (Henard and Szymanski, 2001). Few citations, long shadow: its sub-lineage asks Cooper's question five times, in 1987, 1994, 2001, and 2012.

THREE THINGS THE CELL DOES NOT SHOW

1. **Named often, cited rarely.** 23 links name it, third in the table; five anchors cite it. Its influence runs through vocabulary and a sub-lineage of replications (Winners and Losers, Performance Determinants, Why New Products Succeed, Updated Success Factors) rather than through citation.
2. **A tier-2 cell among landmarks.** Every other cell in the ten is tier 3. New Product Success earns its traffic from being the first answer to a question that never closed.
3. **Its frontier is generative.** Open position O5, *Generative AI in new product development*, extends Lead Users, Radical Innovation, and Cocreation; the sub-lineage's own open position (D6-O2) asks the same of success factors.

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