## Table of Contents

Pr	eface	хi
1.	The 11 Deadly Sins of Product Development	. 1
	The Fundamental Principle of Product Development	2
	The Vice of Laziness	5
	Deadly Sin #1: Putting Off "Serious" Testing Until the	
	End of Development	5
	The Vice of Assumption	6
	Deadly Sin #2: Assuming That We Know What Users Want in	
	a Product	7
	Deadly Sin #3: Assuming That Users Know What They Want	
	in a Product	8
	The Vice of Fuzziness	9
	Deadly Sin #4: Lack of Comprehensive Requirements	10
	Deadly Sin #5: Lack of a Good Project Plan	11
	Deadly Sin #6: Not Assigning Responsibility	12
	The Vice of Cluelessness	13
	Deadly Sin #7: Not Addressing Regulations	14
	The Vice of Perfectionism	15
	Deadly Sin #8: The Sin of New-Feature-Itis	16
	Deadly Sin #9: Not Knowing When to Quit Polishing	17
	The Vice of Hubris	18
	Deadly Sin #10: Not Planning to Fail	18
	The Vice of Ego	19
	Deadly Sin #11: Developing Technology Rather Than	
	Developing Products	19
	Final Thoughts	20
	Resources	21

2.	Development Process Overview	23
	Don't Panic!	24
	Product Development Life Cycle Overview	24
	A Great Idea	25
	Preliminary Planning: Does This Make Sense?	26
	Ballparking	27
	Setting Stakeholder Ground Rules	28
	First Reality Check Detailed Product Definition, a.k.a. Surprise Management	29
	Product Design	31 33
	Technical Risk Reduction	34
	Second Reality Check: Go or No Go?	35
	Detailed Development	37
	Prototyping	38
	Testing	40
	Purchasing	42
	Manufacturing	43
	Factory New Product Introduction	43
	Pilot Production	44
	Ongoing Production	45
	Final Thoughts	46
	Resources	46
	Resources	10
3.	How Electronic Products Are Manufactured	47
	Manufacturing Overview	49
	Supply Chain	50
	Building Circuits: PCB Assembly	52
	PCB Assembly: Solder Paste Application	54
	PCB Assembly: Placing Components	56
	PCB Assembly: Reflow	61
	PCB Assembly: Optical Inspection	63
	PCB Assembly: Hand Soldering and Assembly	68
	PCB Assembly: Cleaning	70
	PCB Assembly: Depaneling	71
	Test	73
	In-Circuit Test (ICT)	74
	Functional Test	76
	Burn-in testing	77
	Final Assembly	78
	Final Functional Test	79
	Packaging	80
	More, and Less	80
	How Many?	80
	Higher-Volume Production	81

	Lower-Volume Production	82
	The People Stuff: Factory Culture	86
	Final Thoughts	87
	Resources	87
	Factory Automation	88
	Factoryless (e.g., DIY) Manufacturing	89
4.	Preliminary Planning: Can This Be a Success?	. 91
	Introducing MicroPed	92
	Why Does the World Need MicroPed?	92
	Marketing Requirements	94
	Target Markets	95
	Can It Make Money?	96
	A Quick Look at the Money Stuff	96
	Income Projections	98
	Cost of Goods Sold	104
	Gross Margin	108
	Can We Develop It?	110
	Identifying Unobtanium	111
	Go? No Go?	112
5.	Detailed Product Definition	115
	Phase Overview	115
	Iteration	117
	The Road Ahead: An Overview	120
	So, What Will It Do? Specifying Our Product	121
	User Stories	123
	Use Cases	123
	Requirements	126
	From What, to How and Who	129
	Architecture Basics	130
	Top-Level MicroPed System Architecture	134
	More Architectures, and Design	136
	Technical Risk Reduction	150
	Updated COGS Estimate	156
	Go/No Go: Redux	158
	Resources	159
6.	Detailed Development	163
	Detailed Development Process	165
	Software and Electronics: Chicken and Egg	166
	Electronics	168
	Software	176

	Mechanicals (Enclosures)	183
	System Integration	200
	Testing	201
	Verification Testing	202
	Requirements Traceability	206
	Manufacturing Testing (and Device Programming)	207
	Connections and Fixturing	211
	Moving into Manufacturing	217
	Final Thoughts	219
	Resources	221
	Electronics	221
	Software	222
	Injection Molding	223
	DFM & DFA	223
	Rapid Mechanical Prototyping	224
	Testing	224
	Moving into Manufacturing	225
7.	Smart Platforms: Processors	227
	Low-End Microcontrollers	228
	8051 Class	230
	AVR	230
	PIC	231
	MSP430	231
	Middling Microcontrollers/Processors	231
	Cortex-M: Microcontroller Profile	232
	Cortex-R: Real-Time Profile	233
	Cortex-A: Application Profile	233
	Big Iron: Desktop- and Server-Class Processors	235
	Other Hardware Platforms	236
	Systems on Modules (SOMs)	236
	Single-Board Computers (SBCs)	240
	DSP chips	242
	Programmable Logic Devices (PLDs)	242
	Final Thoughts	245
	Resources	246
8.	Smart Platforms: Operating Systems	249
	Board Support Packages (BSPs)	250
	RTOSes	251
	Predictability	251
	RTOS licensing	252
	Middleweight OSes	253
	Embedded Linux	253

	Android	258
	Windows Embedded	262
	Boot Loaders	263
	Heavyweight OSes	264
	Advantages	264
	Disadvantages	265
	Final Thoughts	267
	Resources	269
9.	Powering Our Product	271
	Batteries	275
	General Battery Characteristics	276
	Battery Chemistries	279
	Lithium Ion (Li-ion and LiPo)	288
	Wall Outlets: AC-to-DC Power Conversion	304
	DC-DC Power Conversion	309
	Linears and Switchers	310
	System-Level Power Design	313
	Supplying the Necessary Juice	313
	Minimizing Power Consumption	315
	Minimizing Cost and Complexity	319
	Final Thoughts	322
	Resources	323
10.		325
	Regulatory Fundamentals	326
	Process Overview	327
	Do these apply to little manufacturers like me?	327
	Laws, Regulations, Standards, and Other Regulatory Words	328
	Location	333
	Categories of Regulations	334
	Ambiguity in Regulations	335
	Conformance Testing and Certification	336
	Navigating US Regulations	337
	CPSC	338
	FCC	340
	European Regulations	342
	CE marking	342
	US Versus EU	345
	Finding the EU Regulations That Apply to Us	346
	Cradle to Grave: Safe Disposal	347
	Batteries at 35,000 Feet	350
	ITAR	350
	Quality Systems and ISO 9001	352

## x | TABLE OF CONTENTS

	Final Thoughts	355
	Resources	355
	Voluntary Certifications	355 356
	EU Regulatory Framework	356
	ISO 9001	330
11.	Writing Requirements That Work	357
	Requirements Versus Goals Versus Specifications	358
	Why Requirements?	359
	The Case Against Requirements	362
	Customers don't really know what they want until they actually have it	264
		364
	Getting more-accurate information from users	364
	Technologists build what we ask them to build, not necessarily what we meant for them to build	364
	We gain important insights as the project progresses	365
	The world around us keeps changing	366
	Writing Good Requirements	367
	Careful: Requirements Are Design Constraints	367
	Requirements Should Be Testable	368
	Requirements Are Interface-Centric	369
	Positive Requirements Versus Lurking Requirements	371
	A Lurking Requirements Checklist	372
	Communicating Requirements	374
	Making Requirements Clearer	376
	Great Requirements Come from Great Participation	378
	Maintaining Requirements	379
	Requirements Management Software	380
	Final Thoughts	381
	Resources	382
12.	Meta-Stuff: Project Planning and Infrastructure	383
	Project Planning	384
	Effort-Driven Project Planning	388
	Project Management	393
	Issue Tracking	394
	Document Control	397
	Change Management	401
	Final Thoughts	402
	Resources	403
Īη	dov	405