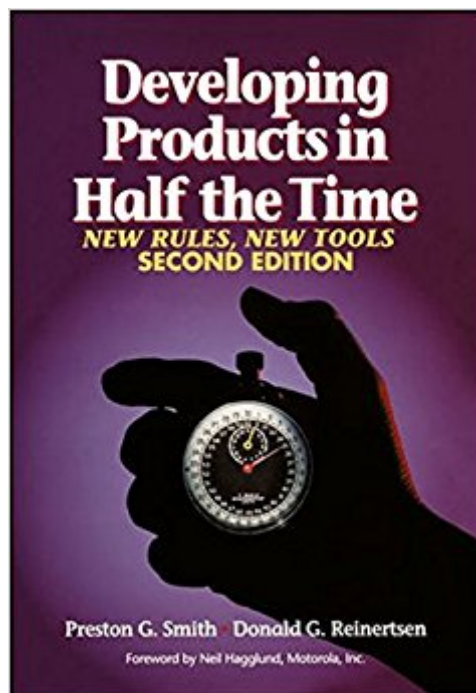




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# Developing Products In Half The Time: New Rules, New Tools, 2nd Edition



## Synopsis

Advance praise for *Developing Products in Half the Time Second Edition New Rules, New Tools*

Preston G. Smith \* Donald G. Reinertsen "This is an exceptional book! Get a new highlighter before you start. There are so many 'ah ha's' in each chapter you will never make it through with an old one." Don LaCombe, Ford Motor Company, Product Development Process Leadership "An excellent book with a strong treatment of the cycle-time consequences of overloading your development capacity. It provides powerful and practical concepts for dealing with this issue."

Andrew Aquart, Director Product Development, Cordis, a Johnson & Johnson Company "This is practical, useful stuff for people competing in highly competitive fast moving business." Dr. Paul Borrill, Chief Scientist, Sun Microsystems "3M has absorbed many of the tools from the original edition, and this new one will be even more useful. The topic of incremental innovation is crucial to us, and I really appreciate its balanced treatment." Ronald H. Kubinski, Manager New Product Commercialization Services, 3M Company "As the authors correctly point out, the Fuzzy Front End is the least expensive place to reduce cycle time. This book is one of the only sources of concepts, methods, and metrics for compressing this critical portion of the development process." David M. Lewis, Product Manager, Eastman Kodak Co. "Using these tools we've more than cut our time to market in half. The new edition of this classic crystallizes the synergy of the fast-to-market techniques, and the icons in the margins highlight the opportunities and pitfalls." Mike Brennan , Vice President of Product Development, Black & Decker

## Book Information

Hardcover: 320 pages

Publisher: Wiley; 2 edition (October 10, 1997)

Language: English

ISBN-10: 0471292524

ISBN-13: 978-0471292524

Product Dimensions: 6.3 x 1.1 x 9.1 inches

Shipping Weight: 1.2 pounds (View shipping rates and policies)

Average Customer Review: 3.9 out of 5 stars 15 customer reviews

Best Sellers Rank: #366,503 in Books (See Top 100 in Books) #91 in Books > Business & Money > Marketing & Sales > Marketing > Product Management #220 in Books > Engineering & Transportation > Engineering > Industrial, Manufacturing & Operational Systems > Manufacturing #4741 in Books > Business & Money > Management & Leadership > Management

## Customer Reviews

Developing Products in Half the Time Second Edition New Rules, New Tools Preston G. Smith \* Donald G. Reinertsen In this era of global competition and accelerating product life cycles, the need to get new products to market faster is more compelling than ever. What was once considered fast development is now commonplace. In 1991, the original edition of this book became an instant hit as the leading guide to reducing product development cycle time. The expanded set of tools in this new edition meets the needs of today's more demanding times. The book's premise remains solid: time is worth money, and if you quantify this value you can buy time wisely, often to enormous advantage. Rather than pursuing development speed at any price, the authors emphasize subjecting time-to-market decisions to the same hard-nosed business logic used for other management decisions. Developing Products is unique in providing tools for trading off schedule against other business objectives. It integrates powerful methods to manage risk and use resources effectively with proven techniques to accelerate product development. Smith and Reinertsen discuss hundreds of practical tools for reducing cycle time, describing each one's application and limitations. Countless examples including Black & Decker, Hewlett-Packard, Honda, Motorola, and others illustrate how real companies use the tools. With six more years of implementation experience and responses from readers of the original 60,000 copies, the authors have sharpened the original tools and added new ones. New topics include: \* Advanced tools for calculating the cost of delay \* A process for shortening the Fuzzy Front End \* Alternatives to co-locating a team \* How to effectively involve customers in developing product specifications \* The role of advanced technology tools in rapid development \* Metrics for projects and processes \* New methods for managing risk \* How to continuously learn from your development projects The strategies in Developing Products in Half the Time apply to all companies and industries including software and electronics, medical devices, machinery and vehicles, and consumer goods. The authors show how leading companies no longer depend on only a few isolated tools but now integrate a broad array of methods to gain synergy and greater competitive advantage. This is the guide you will need in the trenches if time to market is important to you-or if you are wondering if it should be. It will be equally valuable to new readers and to those who must move beyond the original edition.

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excellent book with a strong treatment of the cycle-time consequences of overloading your development capacity. It provides powerful and practical concepts for dealing with this issue." Andrew Aquart, Director Product Development, Cordis, a Johnson & Johnson Company "This is practical, useful stuff for people competing in highly competitive fast moving business." Dr. Paul Borrill, Chief Scientist, Sun Microsystems "3M has absorbed many of the tools from the original edition, and this new one will be even more useful. The topic of incremental innovation is crucial to us, and I really appreciate its balanced treatment." Ronald H. Kubinski, Manager New Product Commercialization Services, 3M Company "As the authors correctly point out, the Fuzzy Front End is the least expensive place to reduce cycle time. This book is one of the only sources of concepts, methods, and metrics for compressing this critical portion of the development process." David M. Lewis, Product Manager, Eastman Kodak Co. "Using these tools we've more than cut our time to market in half. The new edition of this classic crystallizes the synergy of the fast-to-market techniques, and the icons in the margins highlight the opportunities and pitfalls." Mike Brennan , Vice President of Product Development, Black & Decker

I purchased *Developing Products in Half the Time* because it was one of the most frequently referenced books in a number of articles and papers that I read on rapid product development. The book begins by covering the topic of product development and the reasons there is interest in rapid product development. It then explores chapter by chapter the tools and best practices that are most applicable when trying to achieve rapid product development. I appreciated the book's organization and approach because each of the tools can be considered by itself and at the same time the reader can consider the synergy between the tools. The explanations for the tools and their impacts are clearly explained, well researched, and where possible supported by quantitative data. For example when exploring the benefits of co-location there is a graph from a research project that shows how the amount of communication between team members decreases as the distance between them increases. With the tools and their potential impact so clearly laid out it is easy to envision their practical application.

"*Developing products in half the time*" is a collection of tools and practices that can be used to speed up the release of your new products. The book provides a well-balanced view on how to cut the development time and especially what the trade-off is that you will probably make. Many of the tools and practices are only touched upon and would require a book on its own. Preston Smith and Donald Reinertsen start the book by tackling some important misconceptions about fast

development. Their opinion is that it's not per definition good and you really need to have a good reason to speed up the development. They continue this theme in their second chapter which gives a basic financial model that they will use during the rest of the book. It explains what trade-off will be made when saving time in a particular way. The rest of the book provides practices to save development time: starting with "the fuzzy front end". In power of incremental innovation they argue that most products can probably be developed incrementally, which reduces development time and risk a lot. Chapter 7 and 8 are key to the book, they provide motivation for using cross-functional development teams. How to create these, how do they fit within the organization and where should you locate them. This concept is repeated probably most throughout the book. Developing in half time is an excellent read. It's full of small ideas which can help your development process to deliver faster and explains the trade-offs well. The only criticism to this book would be that all topics are discussed only shortly. Recommended reading.

This book gives clear insights about product development in general. What amazed me when I read the first edition is that agile software development methodologies are clearly aligned with these book findings. Preston Smith and Reinertsen did an excellent job and succeeded to create a better book in this new edition! Keep an eye open specially to the tools listed below (number is the corresponding chapter) and watch the link with agile processes:

- 2. Putting a Price Tag on Time --> how to convince upper management to do small releases and work in an iterative and incremental mindset.
- 4. The Power and Pitfalls of Incremental Innovation --> Why to be agile and how to mitigate risks described in the disadvantages section.
- 5. Capturing Customer Needs --> Why to work jointly with all stakeholders and stay focused in minimal and iterative specifications.
- 6. Using System Design to Compress Schedules --> Why software architecture is an important activity and why projects must be planned based on architecture.
- 8. Organizing for Communication --> Why Co-location brings benefits most of the times.
- 10. Controlling the Process --> why institute essential metrics and which are these. Aligned with information radiators practice of agile software development teams.
- 11. Preventing Overloads --> One of the best in the set. With great empirical evidence the authors explain why most managers do the wrong thing and try to maintain 100% people allocation. In this chapter he gives light to why is not a good thing to split people between various projects and what to do: control the project list religiously! The agile methodologies also say: Control the feature list of each project religiously :-)

! Read this book, if you want to understand why agile and iterative development processes are the way to build most software products out there!

Excellent book for all product developers to read.

Not very for software development at this point. Didn't realize how dated it would be, or how generic. Read descriptions closely.

Excellent book!

Absolutely the best book there is on the subject of new product development. Of particular import is the discussion on market and pricing dynamics, which may be new to technical-types. Choosing the right product to develop is critical to avoid "The Innovators Dilemma". The book however needs to add more to the discussion of the importance (and risk) of rapid return of (partial) information to the team during the development cycle, as well as human (team) dynamics. I would therefore recommend "The Team Handbook" as a necessary adjunct.

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