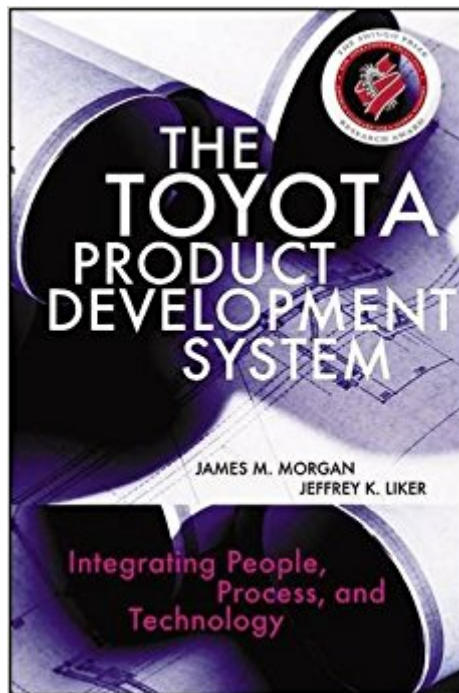




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The Toyota Product Development System: Integrating People, Process And Technology



Synopsis

The ability to bring new and innovative products to market rapidly is the prime critical competence for any successful consumer-driven company. All industries, especially automotive, are slashing product development lead times in the current hyper-competitive marketplace. This book is the first to thoroughly examine and analyze the truly effective product development methodology that has made Toyota the most forward-thinking company in the automotive industry. Winner of the 2007 Shingo Prize For Excellence In Manufacturing Research! In *The Toyota Product Development System: Integrating People, Process, and Technology*, James Morgan and Jeffrey Liker compare and contrast the world-class product development process of Toyota with that of a U.S. competitor. They use extensive examples from Toyota and the U.S. competitor to demonstrate value stream mapping as an extraordinarily powerful tool for continuous improvement. Through examples and case studies, this book illustrates specific techniques and proven practices for dealing with challenges associated with product development, such as synchronizing multiple disciplines, multiple function workload leveling, compound process variation, effective technology integration, and knowledge management. Readers of this book can focus on optimizing the entire product development value stream rather than focus on a specific tool or technology for local improvements.

Book Information

Hardcover: 400 pages

Publisher: Productivity Press; 1 edition (March 25, 2006)

Language: English

ISBN-10: 1563272822

ISBN-13: 978-1563272820

Product Dimensions: 1 x 6 x 9 inches

Shipping Weight: 1.5 pounds (View shipping rates and policies)

Average Customer Review: 4.1 out of 5 stars 29 customer reviews

Best Sellers Rank: #293,588 in Books (See Top 100 in Books) #64 in Books > Business & Money

> Industries > Automotive #90 in Books > Business & Money > Processes & Infrastructure >

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Dr. James Morgan has more than 24 year experience in automotive product development and

operations management including almost 20 years at TDM, a tier one automotive supplier of engineering services, tools and vehicle subsystems where he was Vice President. He holds MS and Ph.D. degrees in Engineering from the University of Michigan where he completed a three year, Shingo Award winning comparative study of Toyota and a North American competitor's product development systems. Dr. Morgan's research has lead to a coherent systems model of lean product development which he has utilized in analyzing and improving the development systems of several Fortune Fifty companies in both the U.S. and Europe. Dr. Morgan has published a number of articles and developed and taught classes and seminars at The University of Michigan, the Lean Enterprise Institute, the Lean Enterprise Academy, and the Society of Automotive Engineers. Dr. Morgan is currently an Engineering Director at Ford Motor Company. Dr. Jeffrey K. Liker is Professor of Industrial and Operations Engineering at the University of Michigan. Dr. Liker has authored or co-authored over 70 articles and book chapters and seven books. He is author of the international best-seller, *The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer*, McGraw Hill, 2004. The companion practical implementation guide, (with David Meier) *The Toyota Way Fieldbook*, McGraw Hill, 2005 (2005 Shingo Prize winner), details how companies can learn from the Toyota Way principles. He is also the Editor of *Becoming Lean: Experiences of U.S. Manufacturers* (Productivity Press, 1997), winner of the 1998 Shingo prize. Other books by Dr. Liker include *Engineered in Japan*, (Oxford University Press, 1995); *Concurrent Engineering Effectiveness: Integrating product development across organizations* (Hanser-Gardner, 1997), and *Remade in America: Transplanting and Transforming Japanese Manufacturing Methods* (Oxford University Press, 1999).

Lean originated on the production floor over sixty years ago in Japan. But Toyota product development has been sadly overlooked by corporate America. Where is the connection between Toyota stellar production practices and Toyota product development? You can't argue with the tried and true principles to systematically eliminating waste--that is the bedrock of the lean philosophy. Lean thinking is making inroads to a number of different environments and industries beyond discrete assembly like car making. Does waste occur in non-manufacturing? Oh yes, and it has largely been an untapped, dormant opportunity for applying lean. Improvement initiatives are being re-focused on office settings and now product development. There aren't many product development(PD)lean books out there but, Liker's book is excellent--it is so thorough, well researched, logical and well written! A lean novice may have difficulty because it is not "lean 101" and PD is not quite the same as lean manufacturing. But, if I forced to pick a single book on lean

product development--this would be my #1 pick. It is such a good start point for lean PD. The lean benefits are self evident: cut development time in half and never miss milestones? That's has been the Toyota norm. Liker's book will walk you thru the 14 principles on how to get there the subsystem levels (Processes-People-Tools/Technology). If your PD efforts are adrift, it's reassessment time. Start here. You won't be sorry.

Great book explaining some of the aspects of how Toyota does so well.

Can't wait to read again

This book is useful for describing the Toyota Way in product development. Toyota uses techniques that are new, compared both to "lean" and to the Toyota Production System. For example, Toyota has layered approaches to managing technological risk, uses checklists to apply lessons learned, and makes their Chief Engineers the Voice Of The Customer. This is great stuff. However, the context of Toyota vehicle development is limited. The authors say (in italics) that most of Toyota Product Development is of derivative product vehicles built on existing product platforms. Further, most platforms are not radically different from prior platforms. The authors do briefly describe the development of the Prius. This adds a great deal to the book, but it still leaves a hole. Vehicle customers don't much change their minds during product development. In other words, as long as vehicle development takes, vehicle customer tastes change slower. This is not true in many of the markets that our most successful companies compete in. For techniques to address product development in fast-changing markets, there are two other sources of information: Donald Reinertsen and agile software development. The authors list Reinertsen's second book, "Managing the Design Factory," in their bibliography, but I didn't find other references to him -- I suspect the authors learned a great deal from him. Reinertsen now has a third book out that is "must" reading if you are in this kind of market. Second, no industry has done more thinking and experimenting in product development than the software industry, and "agile software techniques" is the umbrella term for such memorable methods as "scrum," and "extreme programming." Both Reinertsen and agile are rich in insight and method. I recommend the book, but treat it as background if your market is fast-moving.

Knowing how to eliminate waste is one thing , understanding how to do it in product development is something everyone should know.

Good info. A must have for all engineering managers.

This book is a tremendous guide about how to develop products in a lean way. It's not a technical book there aren't any formula, but stimulate us to reflect about the social-technical environment which involve the product developement and how to develop remarkables products. I love this book!!

It is always useful to read how a world-class organization like Toyota defines and improves its work processes... This book shows how Toyota executes its product development strategies through an emphasis on technical excellence, process discipline and continuous improvement ... In other words, the Toyota system product development system is focused on technical excellence for the long term using teamwork and employee empowerment... This is a great book written by people who actually worked at Toyota.

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