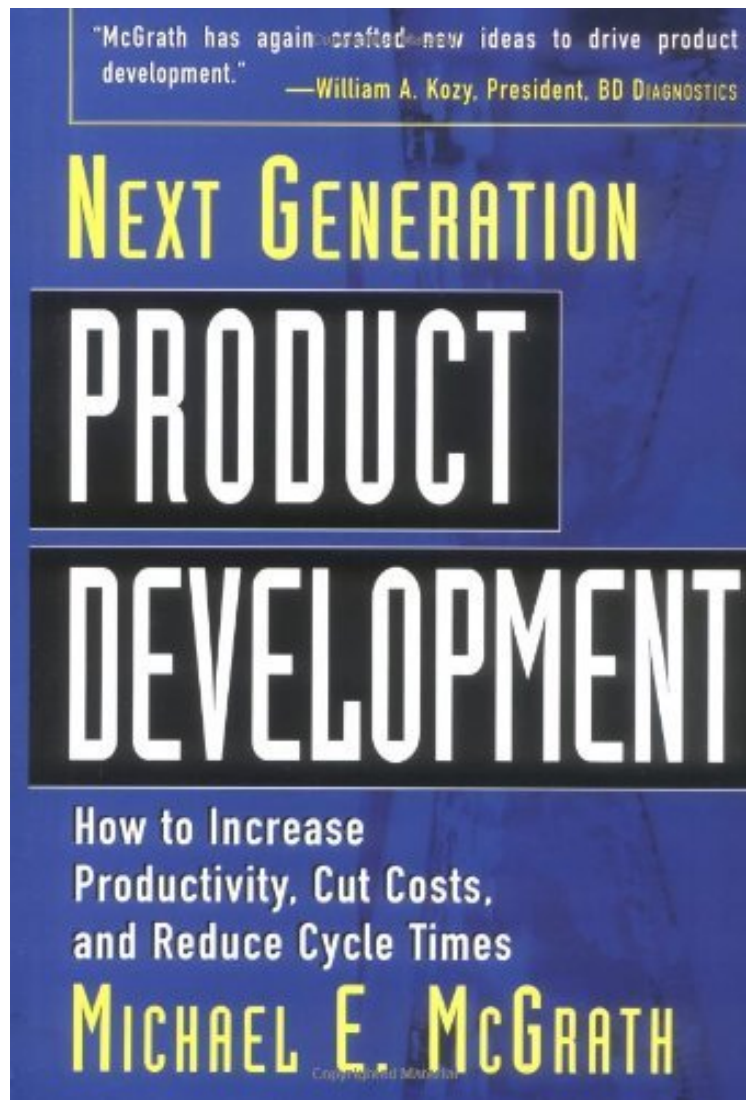


(Mobile library) Next Generation Product Development: How to Increase Productivity, Cut Costs, and Reduce Cycle Times

Next Generation Product Development: How to Increase Productivity, Cut Costs, and Reduce Cycle Times

Michael E. McGrath

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Michael E. McGrath : Next Generation Product Development: How to Increase Productivity, Cut Costs, and Reduce Cycle Times before purchasing it in order to gage whether or not it would be worth my time, and all praised Next Generation Product Development: How to Increase Productivity, Cut Costs, and Reduce Cycle Times:

15 of 15 people found the following review helpful. Buy the book and begin...By NI DaileyReview of: "Next Generation Product Development" by Michael E. McGrathThe last paragraph of Michael E. McGrath's newest book "Next Generation Product Development" boldly states that "product development has never been for the faint of

heart." And I suspect that most everyone who has ever been involved in such activities will quickly shake their head "yes" to this "truth" statement, and quietly wish there was a better way. Fortunately in his new book McGrath guides us to this better way--a way that offers "more opportunity and promise for getting better new products to market faster, WHILE DOING MORE WITH LESS." The claim is nothing short of a renaissance of product development capability. I like this book a lot. I like the multi-faceted emphasis on integration. I like the productivity theme and the need for new management processes. And I like the idea that we are only beginning the renaissance of product development capability, especially given the growth of collaborative development. I confess that I do not like the continued use of the DCM abbreviation (it stands for "development chain management.") But I suppose I can learn to live with another "alphabet name" because it does get to the heart of the matter--how to manage a lot of INTERDEPENDENT projects, all of which are going on at the same time. Of particular importance are McGrath's thoughts involving a "networked team," new concepts which I think will be fundamental to tomorrow's successful product development. To join this renaissance, exactly where does one begin? McGrath offers three entry points: changes in resource management, changes in project management, or changes in strategy management. I suppose someone will try all three at once, but frankly just one is probably a lot for an organization to swallow. For different entry points McGrath offers us guidance, with levels of maturity assessments and/or stages of implementation. But even still, there is a lot of material to assimilate and multiple readings of many book sections will be needed to fully comprehend his recommendations. However I suggest that you don't spend an excessive amount of time studying. Organizations mainly learn by doing, and this book lays out the "learn by doing" path toward success. Past generations of development have emphasized invention, project management, or time-to-market. This next generation is a path toward productivity within the entire development enterprise. It is a path toward "better decision making, better investment in RD, better return on that investment, more collaboration with external partners, and true empowerment of development activity." I suggest that you buy the book and begin.

Nils L. Dailey
N.L. Dailey Associates
2 of 5 people found the following review helpful. Cause of troubles
By Bas Vodde
After reading the first 150 pages of this book, I feel this book and this "kind of thinking" is really the reason for trouble in companies. The book is completely ignoring the human or team sides of product development and that way tries to sub-optimize organizations. The most interesting is that it uses an example of software development, an area where the difference between individual (resources) have been recorded as huge and close teamwork on a team which works together is recommended. (e.g. Read: "Dynamics of software development, Jim McCarty). Having a resource manager decide which resources are added to which product, and then ensure that all the time people work on the most important project, sounds all like a good idea but is also the destruction of the thing so important in product development. Some other things interesting, in the beginning the author uses the success of MRP systems as an example of the success of automated planning systems. Did the author read anything about lean production in companies and the effect on MRP systems? It seems not. The author also all the time uses very strong language and does as if much of the statements he makes are obvious. The calculations made in the book are based on speculation. The book also does not mention any case study of where such a system is actually implemented. The book seems to be more fiction about some good ideas of the author.

Recommend:
Buy this book, read it and remember it! But please do not try to implement it in any company.

6 of 6 people found the following review helpful. Close to real life, but sounds like a Sales Pitch
By Mark
As an IM professional in an RD system solution, I'm amazed how this book is so close to real life RD management situation. I liked McGrath's summary of the history and the comprehensive financial management part. Most of the suggestions in the book have been already put into practice for years. Upfront? Yes. Next Generation? No. This is more of a project management book for RD, no real coverage of product life cycle management (PLM) and its integration with project/program and resource management. Well, this disconnection reflects the current industrial situation anyway. However, I expect him to elaborate it more since this is a "next-generation" book. It brought to my attention that McGrath is actually running a software business in this area. Maybe it is the reason why he does not disclose any real business cases but using a hypothetical company - a major pitfall of this book. Inevitably he is hiding some of the real details which is preventing himself from convincing the readers. Yet he wants to sell his concept and you will have to find out the nitty-gritties maybe only by evaluating or purchasing his nice-to-have software products.

A Hands-on manager's guide to making the most of today's product development breakthroughs A quarter century after MRP first transformed the global manufacturing arena, Next Generation Product Development stands poised to similarly impact new product development. This movement-defining book gives RD professionals an in-depth explanation of the ways in which companies are able to achieve substantially higher levels of development productivity, while better aligning product development with strategy through new practices and systems. Processes explored in Next Generation Product Development, and enabled by cutting-edge new-enterprise software, promise to explode the possibilities of what product development professionals can accomplish. This hands-on practitioner's guidebook will: Establish a common set of frameworks and concepts Introduce new project portfolio and product strategy management practices Help RD professionals increase productivity by 30 to 50 percent

From the Back Cover[FRONT COVER]"McGrath has again crafted new ideas to drive product development."-- William A. Kozy President, BD Diagnostics[BACK COVER][CATEGORY] Manufacturing[HEAD] A Manager's Guide to Harnessing--and Gaining Maximum Competitive Advantage from--Today's Most Compelling Product Development PracticesA quarter century after MRP arrived to transform the global manufacturing arena, "Next Generation Product Development-- written by PRTM cofounder and PACE(R) developer Michael McGrath--promises to revolutionize new product development. Let its combination of real-world practice and cutting-edge insight show you how to consistently increase your organization's RD productivity by 30 to 50 percent--and transform you into an RD leader. Praise for "Next Generation Product Development: "I recommend that senior RD managers, enterprise IT planners, chief information officers, chief technical officers, and chief operating officers read and discuss this book. It would help them improve corporate focus on how to achieve a more holistic 'real-time' environment for managing product strategy and product development."--Marc Halpern Research Director, Product Life Cycle Management, Gartner Research"Michael McGrath led a revolution in product development with PACE(R) in the 1990s. In "Next Generation Product Development, he once again provides critical insights on an issue every CEO faces--how to get more out of your RD investment."--R. Ernest Waaser President and CEO, Hill-Rom Company, Inc"RD efficiency is the challenge of the new millennium. It is a survival imperative. Early adopters of the management practices defined in "Next Generation ProductDevelopment will build a significant and sustainable competitive advantage."--Tom Porter Chief Technical Officer, Seagate Technology"Once again, Michael McGrath and PRTM provide a roadmap for gaining competitive advantage through product development. The focus on productivity improvement is timely, as we struggle with the need for more new products and tighter development budgets."--Mark Stasell VP and General Manager, International Truck and Engine Corporation[FLAP COPY]"The next generation of product development management is many times more complex than its predecessor...those who master it early will achieve competitive advantages that will not be easy to copy. It's one of those opportunities in business where great companies see an opportunity, master it before others, and achieve a sustainable competitive advantage."--From the Preface Product development is a process that, like any other, is both manageable and improvable. "Next Generation Product Development helps you stay at the forefront of the newest in product development innovation, as it introduces and examines the newest generation of practices in which the focus has changed from reducing time-to-market to managing and improving productivity. In other words, developing more new products than your competitors with a lower investment of valuable firm resources can be an avenue to drastically increasing your company's image and profits. This straightforward, step-by-step guide--instructive and invaluable for RD executives and managers--is also important for anyone looking to understand and utilize "new generation" product development management practices. Three key areas explored include:Resource Management--Ideas for increased capacity utilization and utilization management lead to an outline for fully integrated resource management Project Management--From enterprise project management to context-based knowledge management, techniques for bridging the gap between initial and final stages are offered Portfolio Management--Methodologies are established for dynamic portfolio and pipeline management, comprehensive financial management of RD, and integrated product strategy Today's most successful and innovative product developers will harness the latest concepts, frameworks, and technologies, and place themselves at the forefront of the battle for competitive superiority. "Next Generation Product Development explores today's most revolutionary processes, reveals how they are being enabled by constantly evolving new enterprise software, and promises to explode the possibilities of what you can accomplish in the exciting new generation of product development.[author bio]Michael McGrath is the cofounder of global management consultancy Pittiglio Rabin Todd McGrath (PRTM). McGrath is a world-renowned expert on product development and strategy. He led PRTM's development of the Product and Cycle-Time Excellence(R) (PACE(R)) methodology and is founder and chairman of Integrated Development Enterprise (IDe), a pioneer in enterprise software for product development. In demand around the globe as a keynote speaker, McGrath coauthored "Setting the PACE in Product Development and "Product Strategy for high-Technology Companies and has written a number of influential articles on international manufacturing, product development, and trends in the high-technology arena.About the AuthorMichael McGrath (Waltham, MA) is a worldrenowned expert on product development and strategy. Cofounder of global management consultants Pittiglio Rabin Todd McGrath, he led the firm's development of the now widely adopted Product And Cycle-time Excellencereg; (PACEReg;) methodology.