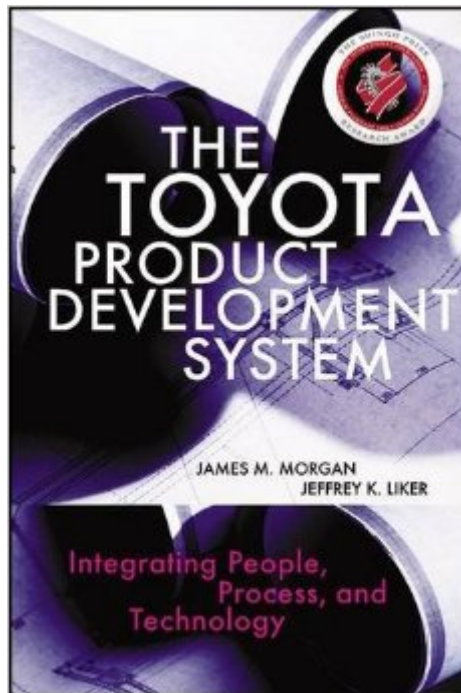


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# The Toyota Product Development System: Integrating People, Process And Technology



## 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

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## Customer Reviews

I found Morgan and Liker's new book *The Toyota Product Development System* to be an excellent discussion of the key fundamentals that are missing in Detroit today based on my experience in the automotive industry. The most important reason Toyota is best is because of the way they develop

and value people. This book describes the basics required to build a great Engineering organization. Engineering is the foundation that drives cost, quality and timing. This book should be required reading for everyone in the automobile industry from top management down. Morgan and Liker provide a great map for going forward for any company that designs and manufactures a product regardless of industry. The key is to start the Journey. This book is a great place to start.

This is the third book I've read about Toyota and by far the best one. I'm an engineering manager and found dozens of simple, new ideas in this book. This is a very thorough & practical guide to the inside workings of Toyota's PD system. There are many examples and sufficient details that you can easily understand them and also try to implement them in your own organization.

I have recently started to work in product development for the telecommunications industry and this book has been an excellent guide to learn and improve the product development process. The concept of Front Loading the development process is applicable immediately, and the rest of concepts like process flows, waste reduction, standardization, and the Chief Engineer System definitely enhance product development in any industry. Examples from the automobile industry allows easy understanding on how the development process affects physical elements and a lot of time saving practices provide very useful knowledge. This book will surely improve your product development skills and will help you understand how to make it better and faster.

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.

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.

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