

Concurrency

Integrated Product & Process Teams
Integrated Product Development
Concurrent Engineering



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SOCE News

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Summer 2003

The Society of Concurrent Product Development

Strategy, People, Process, Tools, Technology

Volume 12, Number 1

In this Issue...



pg 3 Summer Shape Up

We'll leave personal fitness to each of our readers, but for your organization's fitness, particularly its ability to create new products faster and cheaper than its competitors, you'll want to read our feature article: **Lean Applications in Product Development: An Untapped Opportunity**. Author Clifford Fiore, a Black Belt, Lean Expert, and industry leader in product development, shares insights from his new book. **Learn how to use one of the most powerful lean tools.**

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Consultant Johanna Rothman offers five recommendations other than scheduling overtime.

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For 2003-2004 Conference schedule and information: www.scpdnet.org/boston

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Lean Applications in Product Development: An Untapped Opportunity

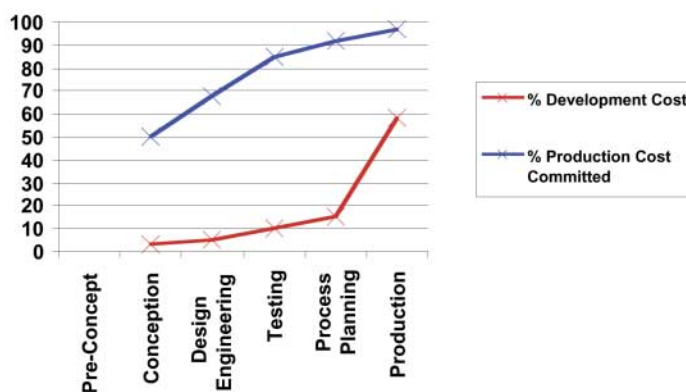
By Clifford Fiore

The pressures facing companies to be profitable in today's business environment have never been greater. With ever-increasing competition, the key discriminator that separates the most successful companies is the ability to create new products faster and cheaper than their competitors. Consequently, the enabler for many companies to accomplish this resides in the product development processes that are utilized to create their products.

In addition to the intense business climate, in recent years there has been an emergence of lean concepts that have been successfully applied in the manufacturing field. Many companies have successfully adopted the philosophy and concepts of the much-publicized Toyota Production System. Consequently, considerable literature is available regarding the application of lean concepts within the manufacturing arena that addresses topics such as lean production techniques, factory-based Kaizen events, cellular manufacturing, etc. However, very little information is available in applying these concepts in non-manufacturing related disciplines, or more specifically, in the area of product development.

Typically, in terms of creating a new product, the majority of a product's cost is locked-in very early in the product development process. Referring to Figure 1, approximately 50% of the production cost of a product is committed during the Conception phase of development. As the product evolves and the Design Engineering phase is initiated, nearly 70% of the production cost is committed. Clearly, in terms of today's business pressures, a significant

opportunity exists for companies to apply these same, well-established lean concepts to their product development processes in order to reduce product development cycle time and cost. To date, this is an opportunity that few companies have exploited.



Source: Business Week, April 30, 1990

Figure 1. Product Cost and the Product Development Process

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So what are the basic lean concepts and how can they be applied in the area of product development? Let's start with the definition of lean. Simply stated, **lean is producing what is needed, when it is needed, with a minimum amount of resources, time, and space.** Therefore, since the primary goal of lean is to produce what is needed with minimal effort, the key tenets of "lean" are to identify and eliminate activities that use excessive amounts of resources, time, and space. These activities are considered sources of waste, or what the lean practitioners identify as non-value-added activities. Conversely, value-added activities are things that the customer considers important. Under the lean approach, three criteria must be satisfied for an activity to be considered value-added:

- The customer must be willing to pay for the activity
- The object or part must change or be altered in some way
- It must be done right the first time

To further clarify, any activity that does not meet all three criteria is considered a non-value-added activity, or in other words, a source of waste and opportunity for elimination. Sources of waste can be grouped into any one of seven different categories: over-production, waiting, transportation, processing, inventory, motion, and defects. To provide a perspective of examples of waste for administrative-based processes like product development as well as examples for manufacturing-based processes, refer to Figure 2.

Type of Waste	Administrative Based Examples	Manufacturing Based Examples
Defects	<ul style="list-style-type: none"> • Incorrect Data on a Form • Engineering Blueprint Errors 	<ul style="list-style-type: none"> • Parts Failing Functional Test • Part Feature Violating Blueprint Dimensional Requirement
Over-Production	<ul style="list-style-type: none"> • Printing Extra Reports • Designing but Never Producing a Product 	<ul style="list-style-type: none"> • Machining Parts with No Usage Requirement
Transportation	<ul style="list-style-type: none"> • Data Hand-Offs • Moving a Form from One Department to Another 	<ul style="list-style-type: none"> • Moving Parts from One Machine to Another
Waiting	<ul style="list-style-type: none"> • A Form in an "In" Box • Processing Work on a Monthly Basis (Close-outs, Billings, etc.) 	<ul style="list-style-type: none"> • Partially Machined Parts on the Shop Floor Queued for the Next Operation
Inventory	<ul style="list-style-type: none"> • Transactions Not Processed • Data that is not Utilized 	<ul style="list-style-type: none"> • Finished Parts that Have Not Been Purchased
Motion	<ul style="list-style-type: none"> • Unnecessary Analysis • Extra Process Steps 	<ul style="list-style-type: none"> • Extra Process Steps
Processing	<ul style="list-style-type: none"> • Approvals, Sign-Offs • Sending or Printing Files Not Requested 	<ul style="list-style-type: none"> • Part Inspection

Source: C. Fiore; *Lean Strategies for Product Development*, ASQ, 2003

Figure 2: Examples of Waste

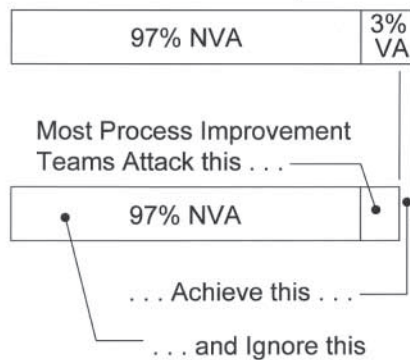
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So how are the sources of waste identified within a process like product development? The answer is to review a process from the perspective of the value stream. For product development, the value stream is the sequence or flow of all of the value-added and non-value-added activities associated with producing the product. In addition, analysis of a value stream will include the time necessary to complete each specific activity, queue time – which represents the “waiting time” for the product between each activity, and an assessment of the work-in-process. Once this information is gathered, it is documented on a map, called appropriately enough, a value stream map.

The Process Improvement “Pitfall”

Typical Value Stream Ratio of Value-Added to Non-Value-Added Activity



Source: C. Fiore; *Lean Strategies for Product Development*, ASQ, 2003

Figure 3: Characteristics of Process Improvement

Utilization of a value stream map is one of the most powerful lean tools. It helps to identify the key sources of waste that represent opportunities for significant process improvement. Historically, most process improvement teams tend to focus on activities where something is “being done” to the product – and virtually ignore the non-value-added activities like queue time, transportation, and storage that impact the entire value stream. Consequently, most process improvement teams focus on a very small portion of the value stream and miss the larger opportunity. Referring to Figure 3, this is known as the “process improvement pitfall.”

In terms of additional lean concepts that can be applied specifically for improvement in the product development arena, three guiding ideas are essential. First, identify and work on what’s important to the business. This means picking product development projects with high value for the business that aligns with the organization’s core competencies. Second, focus and concentrate the work. This means ramping up the engineering team as quickly as possible with capable and required resources. And third, leverage the business’s product and process knowledge. This means using appropriate levels of expertise, learning as much as possible, and capturing the knowledge.

Clifford Fiore is a certified Black Belt and Lean Expert and has been employed by a Fortune 50 company for 18 years. He has emerged as an industry leader in implementing concepts towards reducing product cost and development cycle time and is author of the newly published book by the American Society for Quality (ASQ) entitled Lean Strategies for Product Development: Achieving Breakthrough Performance in Bringing Products to Market. Available from ASQ directly using the link below or Amazon.com.

<http://qualitypress.asq.org/perl/catalog.cgi?item=H1205>

What if Your Project is Late? Use Overtime as a Last Resort

By Johanna Rothman

Overtime is the last degree of flexibility in a project. Unfortunately, too many project managers and project staff use overtime as the first reaction when a project starts to miss the schedule.

Gene Fellner, in his article in Chapter 19 in the book “IT Measurement, Practical Advice from the Experts,” edited by the International Function Point Users Group, Addison-Wesley, 2002, has several arguments against overtime. This one was the one that caught my eye:

“One plastics firm - a high-tech bastion of knowledge workers like IT - found that by shortening its work week to 32 hours and giving its employees more time to recharge their mental batteries, its defect and rework rate dropped so sharply that net productivity actually increased.”

I’ve certainly found that long periods of overtime create products with tremendous technical debt. That debt causes problems for the next project because the product is unstable, and the problems have to be fixed. Not only does the project staff have to perform new development, they have to fix as well.

So, your project is late. What can you do aside from start with overtime?

1. Ask how little you can do. Too many projects start with grandiose plans, delivering a subset of those plans. If you start missing the schedule early in the project, ask how little you can do and still have a successful project.
2. Step back and look at what’s causing the slip. Are some people not meeting their deadlines? Maybe they need help with peer review of a design. Maybe they need help with peer review of code, to detect defects before the defects cause build problems or test problems.
3. Are people multi-tasking on too many separate pieces of work? The more people multi-task, the less time they spend on your project, so the project becomes late. The later the project becomes, the more you’re tempted to use overtime. But if people are multi-tasking on several projects, overtime makes the problem even worse. With overtime, they context-switch even more often. Make sure people are working on one project at a time.
4. Are people busy fixing problems from the last release? If so, stop development on this release, and fix for a while. Peer review all the fixes, so you know you have a solid code base to start development.

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5. If you haven't defined release criteria for your project, do it now. Maybe you can deliver what you've got. Maybe not, but at least you'll know how late you really are.

If you've tried all that, and you're within a couple of weeks of the end of the project, then a little overtime is probably okay. But take the overtime into account when you add up the person-hours you spent on the project, so you can improve your estimates for the next time.

If you're near the beginning or in the middle of the project, don't start with overtime. Replan the project, planning to release with fewer features.

Reprinted with permission from Johanna Rothman's "Pragmatic Manager" newsletter, Volume 1 #4. Johanna Rothman, author, speaker, and consultant, is a periodic contributor to Concurrency and a former Board Member of SOCE (previous name of SCPD). For information about the Rothman Consulting Group, Johanna's publications and speaking schedule: www.jrothman.com. For information about Johanna's book, "Hiring Technical People: A Guide to Hiring the Right People for the Job," Contact Dorset House, <http://pragmaticmgr.c.tclk.net/maabhxHaaZmHAb4ccetb/>.

Share Your Knowledge

To our readers, SCPD invites all our readers, members and non-members, to submit information for publication in Concurrency. We welcome feature articles including tutorials, lessons learned, and CPD implementation cases, as well as other news, features, and announcements.

Examples:

- An article especially for Concurrency.
- An article you or someone else has published in another newsletter, journal, or magazine or on the Internet.
- An adaptation of a presentation you or someone else made at a conference or business meeting.
- Announcements of future events and reports of past events.
- News about product development.
- Book reviews.
- News about your area of responsibility as a Board member.
- Results of an opinion poll or research survey.
- A letter to the editor.

Author bios and required permissions are prominently included for all material published. Let us hear from you. Share your knowledge and experience with your fellow product development professionals of all disciplines. If you have questions or ideas about proposed content, please contact me and I'll get right back to you.

Sincerely,

John P. Cushman Phone: 805-373-9945 Fax: 805-381-1156
Editor, Concurrency, Email: jjcush@ix.netcom.com

April SCPD Meeting: E-Collaboration

Thanks to Marty Ross for hosting us at Verizon!

Our first speaker of the evening was Joe Tragert, President of Northridge Associates, who gave a talk on using web tools to enhance product development. Joe told the audience that many companies purchase a system to increase productivity, save money, time, etc. and then find that it is not working to the level they wanted. Since many companies now have fewer people to manage these systems, Northridge Associates often is hired to help take an existing system and make it really work for the company.



Photo by Jerry Robertson

SCPD Boston Board Member Dick Power, Speaker Joe Tagert of North Ridge Associates, SCPD Boston President Renee Dorjahn, and Speaker Ross Seider of On-Fire Associates

Joe asked us “Why use the internet?” Many people automatically say to save money. Lots of managers make decisions based on dollars, but often the result is incremental savings or revenue. The engineering team maybe doesn’t understand how these tools are used. Engineers want tools that save them time, and hopefully money, but not the other way around. (The internet has made tools more generically available-not closed within a company-and cheap.)

Some examples of how web tools can help:

Savings: Compression of life cycles and product development time
Fewer errors-increase efficiency

Revenues: Engineers need to listen to product development, marketing, and sales-they get involved in the whole process. Immediate feedback

Tools: Secure intranet with password control

Dashboards—that coordinate a variety of legacy systems that don’t talk to each other allowing executives to see a snapshot of how things are going- these are designed to be fun and interesting—and to keep a project in an executive’s mind—they aggregate data from different reports and show trends.

Data sharing—including specs, CAD drawings, reports, communication via chat

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rooms, bulletin boards, or instant messaging, and project management such as scheduling, archiving, and support of virtual teams.

Joe stresses the importance of knowing your team members before virtual meetings happen. You also have to make sure people do what you ask—the software won't do it for you. Tools must be used properly—it is impossible for everyone and everything to work together. He recommended avoiding having people involved too early in the process where things are not ready to be commented on. Open access can be dangerous—the project manager needs to control this to avoid micromanaging. Multi level access can help streamline this problem. Remember that you need a good process to go with the tools—people still need to talk to each other.

The internet will not absolve a bad process.

During the Q&A an audience member asked how often should virtual teams meet face to face. Joe answered—it depends on your background and location. Teams form interpersonally—they need shared experiences. This becomes even more critical when designing customized products. The internet is useful when engineering a new physical product—when there are drawings. This is more difficult with software development -often people make lots of incorrect assumptions. Another question was asked about intranets. These are repositories and archives that must be viewed as “the” place information is stored for it to work. But, ultimately—it is all about people actually talking to each other.

Internet Tools	Virtual versus face to face	The Internet Is NOT
<ul style="list-style-type: none"> ◆ Secure Intranets ◆ Dashboards ◆ Data sharing ◆ Project management platform ◆ Virtual teams 	<ul style="list-style-type: none"> ◆ Virtual teams can work asynchronously ◆ Virtual meeting can save on travel and time ◆ But... face to face meetings are essential to full understanding ◆ You need to know your team members PRIOR to utilizing virtual methods...too much is assumed 	<ul style="list-style-type: none"> ◆ Inexpensive (costs to use) ◆ Efficient (tends to be very inefficient) ◆ Substitute for interpersonal communications (phone, in person, etc.) ◆ Substitute for good process

Next we heard from Ross Seider of On-Fire Associates. Ross's talk was on “**Engineering Capacity Management in a Web Services Company**”. Ross looks at capacity in a slightly different way-the idea is “what is the capacity of the organization in terms of the product development process?” Ross' experience, while at Akamai Technology, was described as “paving the road while driving on it at 100 mph”! Akamai Technology is an outsourced web hosting company that holds the title of the fastest growing services organization ever. Akamai uses distributed networks of servers to manage other company's websites. Customers depend on 100% network uptime on the network—this is Akamai's core competency. The company grew very fast and there were many scaling and maturity challenges such as conflict with project priorities, the acquisition of three

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companies in one year, and a constant, urgent need to keep the train on the track.

In terms of software process improvement, Ross said “if you don’t know where you are, then a map will be of no use.” Akamai worked with PRTM and looked at the correlation between software engineering effectiveness and product development performance. They developed a model to measure the velocity of the organization vs. it’s effectiveness. The break-even point was where the product development cost and profit were equal. Akamai was way beyond this point and very profitable, very quickly. They had no manufacturing, no capital, no support, and the product was easy to try. The growth of profit in a web services company is much faster than a standard product company. Functional excellence and project excellence is where this growth comes from for a product company. For a services

company, the next improvement level comes from portfolio (invest in right things) and platform excellence (add functionality to existing service)—not from reinventing the wheel.

Web based R&D is a fixed cost, independent of the project; therefore improving yield increases profitability. According to Quality Systems Management by Gerald Weinberg, an engineer’s efficiency drops rapidly as workload increases. Ross advised the audience to work on the right things and to have flexibility.

Engineering, with product management help, ran the Akamai capacity management process. Every 90 days the process was repeated and projects needed to be rejustified. For those 90 days, everyone worked with a common set of assumptions. This gives time to gather facts and bring order to chaos. The planning horizon was the next two quarters. 80% of decisions were made at the team level. The process began with strategic guidance from upper management including 6 month development imperatives and human deployment assumptions. Each technology domain was led by one engineer and one project manager

Akamai Technology

Engineering Challenges

- Global service must never experience an outage
- Increase engineering velocity
- Strategy conflicts regarding project priorities
- Ability to deploy new features and services faster
- Coordination between development sites
- Drive to profitability
- Keep the train on the tracks

On-Fire Associates | SCPD April Meeting | June 4, 2003 | Page 1

Akamai's Capacity Mgmt. Process

- Run by engineering and product management
- Repeated every quarter
- Zero based, Projects had to re-justify their priority ranking every quarter
- Planning horizon was the next two quarters
- Distributed process (scalable)
 - 80% of decisions were made at "domain" level
 - 80% of efforts spent on "boundary" (20%) projects

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Benefits of Capacity Management Tool

- Drives business-wide consensus re: priorities
 - Revenue producing projects
 - Infrastructure improvement projects
 - Cost reduction projects
- Forces decisions on investment strategy
- Re-synchronizes the entire organization
- Enables more rigorous "what-if" analysis for the inevitable mid-cycle changes

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(marketing). All have or were obtaining experience across various domains. Senior management took recommendations from each domain. This became quite confusing and many recognized the need for a visual tool to evaluate different projects. An Excel template was developed that forced decisions based on project priorities. The tool helped to communicate complex issues to management. It incorporated a model for what-if analysis, for changes in sorting, and for study of “boundary” conditions where decisions depended on hiring/firing/moving people. It took into account expected revenues, the capacity of servers, and many other things. About 80% of projects had good solid agreement among the team and management. The other 20% were argued about. These were projects at the “boundary” conditions. We all know that projects never have the assets they need—this template showed what was available.

Ross noted many benefits of capacity management. It forces consensus on portfolio priorities and decisions on investment strategy. This re-synchronizes the entire organization. Akamai releases improvements every two weeks on 13,000 servers—that is physically how long it takes, otherwise it would likely be faster. If we measure results by looking at engineering effectiveness:

- Uptime* Akamai has had no service outages in two years (the customer gets a day free if they are down)—there are very strong backbones worldwide in place to reroute if a local connection goes down.
- Productivity* New modules are delivered each quarter.
- Predictability* How close to every two weeks is each release?

Speed is critical for any company—this equals competitive advantage if you are doing the right thing. Ross certainly knows a lot about this and we thank him for sharing his experience with SCPD.

By Debbie Elsea

Copyright 2003, Society of Concurrent Product Development - Boston Chapter. From SCPD Boston Chapter Newsletter: "Rapid Product Development." June 2003.



Audience at our April meeting listening to Ross Sneider's presentation

Photo by Jerry Robertson



Boston Chapter Board of Directors at our April meeting, pictured L-R are Jerry Robertson, Chuck McVinnay, Mike Burnstein, Renee Dorjahn, Hans Ludi, Dick Power, Anne Schwartz, Marty Ross, Richard James, Bob Maigret, and Debbie Elsea.

Photo by Jerry Robertson

SCPD Boston Chapter Programs 2003-2004

SEPTEMBER 2003						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

PROCESS

Verizon, Waltham -- Renee Dorjahn

September 25 Evening
Supply Chain Collaboration
in Lean Product Development



OCTOBER 2003						
S	M	T	W	T	F	S
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5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

WORKSHOP

TBD -- Joan Cullinane

October 30 All Day
Product Teardown -- a Potent
Cost Avoidance Methodology

DECEMBER 2003						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

TOOLS

B.U., Tyngsboro

December 4 Breakfast
Metrics -- How to Choose Them

FEBRUARY 2004						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29						

PEOPLE

Verizon, Waltham

February 26 Evening
Teams Without a Common Boss

APRIL 2004						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

WORKSHOP

TBD -- Merle Kummer

April 29 Evening
Assessing Organizational Readiness for CPD

MAY 2004						
S	M	T	W	T	F	S
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2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

WORKSHOP

TBD -- Chuck McVinney

May 20 Evening
Saving Troubled CPD Projects

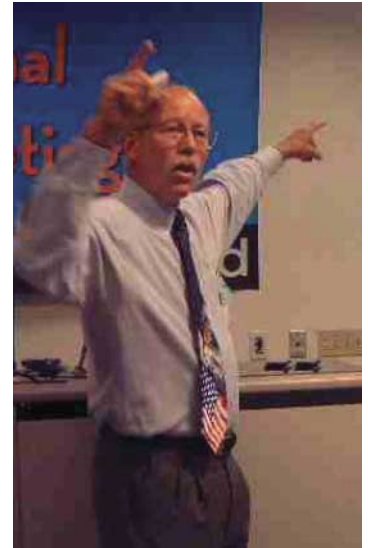
For the latest topic, speaker details and directions, visit our web page: <http://www.scpdnet.org/boston>

Bob Meese on Lean Design

Special thanks to Roland DG and David Olsen for hosting our June 5th meeting at their beautiful, state-of-the-art headquarters in Irvine. Bob Meese, De\$ign Prophet and consultant for Munro and Associates was the program speaker. Bob helps his clients learn about lean design, which is product design for lean manufacturing.

As you can see from the picture, Bob is a very dynamic speaker, saying as much with his hands as he does with his pictures.

With a few “hands-on” volunteers from the audience, Bob demonstrated the efficiencies that can be gained from implementing a lean design.



Annual Meeting

On Tuesday July 1st the SCPD San Diego Chapter Board held its annual meeting of the board. During this meeting, planning was done for the next operational year, which goes from July 1st to June 30th. Goals are to host 6 to 7 meetings in various venues, including a workshop in 2004.



Workshop

Our chapter has a stated intention to organize a workshop to be conducted during the coming year. If you have ideas for a good workshop topic, or have suggestions for a topic subject matter expert, please contact one of the chapter officers. We envision the event to feature 4 to 8 specialists in various facets of product design, coordinated in a logical progression of ideas and methods. The workshop would have a focus on “hands-on” and interactive simulations.

Next Meeting – August 2003

The next meeting will be held on August 28th at the DD Studios in Carlsbad, returning the venues to the San Diego area. The program “Demystifying Design” will be presented by Scott Clear and Charles Curbbun. Social hour will begin at 6pm, with the presentation starting at 7pm. DD STUDIO, 1817 Aston Avenue Suite 101, Carlsbad, CA.

Submitted by Andy Pattantyus, from SCPD San Diego Chapter Newsletter: "Parallel Paths," July 2003

Call for Papers

Journal of Concurrent Product Development (JCPD)

We are pleased to extend this invitation to you to submit a paper for publication in the journal of Concurrent Product Development. This journal is sponsored by the Society of Concurrent Product Development (SCPD).

Papers are solicited in all core areas of Concurrent Product Development, including; product strategy, portfolio management, pipeline management, resource management, product design/development, product testing, commercialization, and all aspects of cross functional teams and management. Papers should be clear, concise, and complete with assumptions plainly identified and data presented. Industrial, academic, and case study papers are welcome.

Your paper should be approximately 6000 words (12 pages in the proceedings) and professionally presented. Please note that hard copy submission is required. We will not accept electronic submissions. Please send an email to David.Meecker@compaq.com informing us about your paper submission. This email should contain the following information:

Title of the paper
Names of all authors
Name of the corresponding author
Postal address of the corresponding author
Phone number of the corresponding author
Fax number of the corresponding author
Email address of the corresponding author
Three to five keywords
Microsoft Word Version of paper to facilitate the review process.

Additional questions can be addressed to
David.Meecker@compaq.com

Mail papers to:

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SCPD Vision

To be recognized by industry, academia, and by other professional societies as the best value source to attain the knowledge necessary to achieve advanced product development capabilities and practices.

SCPD Mission

To further the development of and to promote the application of Concurrent Engineering (CE) and Integrated Product Development (IPD) in companies and organizations worldwide.

SCPD Values

- **Leadership:** To embrace rapid product realization techniques and to advance our nation's economy, driven by ourselves, our companies and our Sponsors.
- **Member Recognition:** To individuals in our organizations as facilitators of improvement, to our companies and to Sponsors for foresight in fostering environments that lead to the adoption of improved design practices.
- **Learning:** To satisfy our thirst for continuing personal development and renewal and to provide an accessible resource for industry as a whole, bringing new knowledge and skills to the workplace.
- **Networking:** To stay abreast of industry trends, to interact with like-minded professionals and to identify opportunities for business relationships.
- **Friendship:** To make professional acquaintances and to solidify old relationships; taking the SCPD meeting as a professionally rewarding yet enjoyable "time out" from the pace of daily work.

SCPD Objectives

- Disseminate knowledge to promote understanding of Concurrent Engineering (CE) and integrated Product Development (IPD) concepts and processes.
- Provide a continuous forum for networking and sharing of ideas among professionals in all disciplines involved in product development.
- Improve enterprise effectiveness by expanding the CE/IPD Body of Knowledge by emphasizing the implementation of practical approaches in industry.
- Participate in the origination and/or refinement of the Concurrent Engineering body of knowledge using both internal capabilities and collaborative relationships.
- Foster a continuous learning organization by maintaining an SCPD Body of Knowledge that remains comprehensive while focusing resources and activities on emerging and leading edge techniques.
- Operate to achieve multi-national and multi-lingual communications and text capabilities.

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