

CONTENTS

List of figures xi
List of tables xiii
About the author xv
Foreword xvii
Acknowledgements xix

01 Setting the design agenda 1

Introduction 1
What this book *isn't* about – and what it *is* about 7
What *is* design? 10
CASE STUDY The pains of growth: Tesla's supply chain 12
How design impacts competitiveness 15
Design and the supply chain 18
CASE STUDY ECCO: balancing cost and complexity 20
Developing a shared agenda: design and the supply chain
working together 24
Checklist questions for design professionals 27
Checklist questions for supply chain professionals 27
Notes 28
References 28
Further reading 29

02 The interface between product design and the supply chain 31

Introduction 31
The design-centric business 34
The supply chain begins on the drawing board 40

CASE STUDY New Look: competing through the design–supply chain interface	45
Constrained design versus unconstrained design	48
The 4Cs: aligning product design with the supply chain	50
CASE STUDY General Motors	56
Checklist questions for design professional	59
Checklist questions for supply chain professionals	59
References	60
Further reading	61

03 Product design and supply chain risk 63

Introduction	63
Sources of risk	68
Strategies for reducing design risk	74
Formal risk minimization methodologies	78
Checklist questions for design professionals	86
Checklist questions for supply chain professionals	86
References	87

04 Product design and the pursuit of agility 89

Introduction	89
Virtual success: the development of the Boeing 777	89
Agility through concurrent engineering	97
CASE STUDY Johnstons of Elgin: agility as a counter to cost competition	114
Checklist questions for design professionals	118
Checklist questions for supply chain professionals	119
References	120
Further reading	121

05 Product design and sustainability 123

Introduction	123
Partnership for good: supplier collaboration in action	123

Design decisions matter	127
CASE STUDY Coca-Cola: ‘rightsizing’ containers saves plastic and reduces shipping costs	142
The desiderata of sustainability	146
Checklist questions for design professionals	149
Checklist questions for supply chain professionals	150
References	151
Further reading	152

06 Building bridges: making the change 153

Introduction	153
The journey ahead	153
Defining the challenge	159
Making the change	162
Checklist questions for design professionals	182
Checklist questions for supply chain professionals	183
References	184
Further reading	185

<i>Appendix</i>	187
<i>Glossary</i>	215
<i>References</i>	217
<i>Further reading</i>	227
<i>Index</i>	229