

HARVARD BUSINESS SCHOOL PRESS

Product Juggernauts

How Companies Mobilize
to Generate a Stream
of Market Winners

Jean-Philippe Deschamps
P. Ranganath Nayak

ARTHUR D. LITTLE, INC.

CONTENTS

FOREWORD vii

PREFACE ix

ACKNOWLEDGMENTS xi

PART I INTRODUCTION

- 1 RETHINKING 3
A Look at the High Performance Business Model
- 2 PRODUCT JUGGERNAUTS 29
Beyond the Cost/Quality Tradeoff

PART II CORE COMPETENCIES

- 3 FOMENTING A CUSTOMER OBSESSION 69
Winning through Products—The Rubbermaid Formula
- 4 DEVISING A BOLD GAME PLAN 113
Canon's Copier Breakthrough
- 5 IMPLEMENTING A WORLD-CLASS PROCESS 175
From R&D to Product—The Toshiba Way
- 6 EMPOWERING PROGRAM MANAGERS 215
Fathering a New Sports Car at Honda
- 7 FORGING COMMITTED TEAMS 255
A Team at Work at Ford
- 8 MARSHALING THE RESOURCES 289
Line Up People, Facilities, Information, and Suppliers

- 9 SPEEDING UP PRODUCT CREATION 327
Developing a New Philips Television in Half the Time

PART III MAKING IT WORK IN YOUR COMPANY

- 10 REALIGNING THE ORGANIZATION 377
Managing through Processes
- 11 MOBILIZING FOR CONTINUOUS IMPROVEMENT 415
Creating the High Performance Business
- APPENDIX A 447
Training Modules for Enhancing Teamwork
- APPENDIX B 452
Teamwork Reward and Recognition
- Notes 455
- Index 461
- About the Authors 473