

**New Product Development: Strategies for Supplier Integration**, Robert M. Monczka, Robert B. Handfield et al, ASQ Quality Press, 611 E. Wisconsin Ave., Milwaukee, WI 53202,-2000, 209 pp., \$44 (member), \$55 (list).

From highly vertically integrated companies to virtue corporations, in various degrees, all need suppliers to provide either products or services as a part of their products/service formation. In another word, no single company will produce without dealing with suppliers. And in this book, it emphasizes to involve with the suppliers very early on, even at the product conceptual stage in the new product development (NPD).

The authors address the suppliers' integration in NPD both at strategic and tactical levels. To successfully integrate suppliers into their NPD and rip the benefit of this integration to becoming more competitive in the design, cost, quality, and timing ( to the market ) requires a basic strategic change and alignment from the engineering community and purchasing department.

The strategic steps, as proposed in the book, are: 1. Establish internal core competencies and capabilities, 2. Establish current and future new product requirements, 3. Identify current and future needs for external technologies and capabilities then depending on the market window requirement, either 4a. Select appropriate suppliers and build relationships 5a. Align objectives and technology maps, or 4b. Monitor supply market for emerging technologies, 5b. Continuously evaluate emerging technologies.

The value of this book is coming from the lessons learned and case examples that obtained during the authors conducted studies in this subject at various industrial companies. These case examples indicate there is no single way to implement the supplier integration in NPD, and its effectiveness depending on the company culture of the buyer and the suppliers. Equally valuable is in the chapter 9, "Barriers to Effective Supplier Integration and Future Directions", which provides in the trench experiences of difficulties that can possibly encounter and providing recommendations for how to overcome them.

The writing style of the book is similar to a research paper, which will not be easily understood by a novice. Also, the chapter length is highly uneven, Chapter 3, "Reengineering NPD: Focus on Supplier Integration" occupies 70 pages out of 209 pages book. The case examples provided in the book will let you feel like you are reading an encyclopedia.

Over all this is a very valuable book for those companies intends to learn the lessons of what benefit can obtain from the integration of suppliers in NPD and how to implement it both strategically and operationally.

Shin Ta Liu  
Lynx Systems