



Design for Manufacturing & Assembly Across Three Industrial Revolutions

Three Centuries
1760 – 2060

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Design for Manufacturing & Assembly Across Three Industrial Revolutions

T131-BDIDFMA2024#35v1 - Page 2

Table of Contents

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| SECTION | PERIOD | PAGE |
|---|------------------|--------------|
| Artisanship | Ends 1780 | 3 |
| 1st Industrial Revolution | 1760-1850 | 5 |
| 2nd Industrial Revolution | 1830-1920 | 7 |
| 3rd Industrial Revolution Part I | 1900-1950 | 11 |
| 3rd Industrial Revolution Part II | 1950-2010 | 17 |
| 4th Industrial Revolution | 1990-2060 | 39-40 |

Design for Manufacturing & Assembly Across Three Industrial Revolutions

Artisanship: Beginnings of Design – Standard Designs

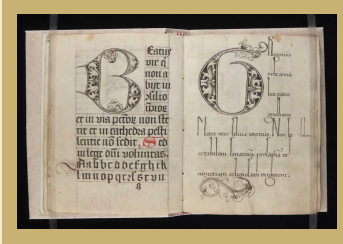


Image Credit: Pinterest.

16th Century

The use of drawing to specify how something was to be constructed later was first developed by architects and shipwrights during the Italian Renaissance.

By the **early 16th century**, competitive pressures led to the emergence in Italy and Germany of **Pattern Books**: collections of engravings illustrating decorative forms and motifs which could be applied to a wide range of products, and whose creation took place in advance of their application.



Image Credit: Wikipedia.

17th Century

In the **17th century**, the growth of artistic patronage in centralized monarchical states led to large government-operated manufacturing epitomized by the **Gobelins Manufactory, opened in Paris in 1667 by Louis XIV**. Teams of hundreds of craftsmen, specialist artists, decorators, and engravers, produced products ranging from tapestries and furniture to metalwork and coaches. **This approach spread around the civilized world.**

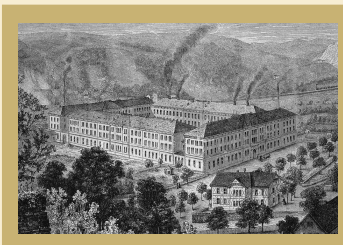


Image Credit: www.alamy.com

18th Century

One such operation remains today, the infamous Meissen porcelain workshop established in 1709. As long as reproduction remained craft-based, however, the form and artistic quality of the product remained in the hands of the individual craftsman, and tended to decline as the scale of production increased.

Source: "Industrial Design," Wikipedia, https://en.wikipedia.org/wiki/Industrial_design.

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Artisanship: Beginnings of Manufacturing – Steam Engine

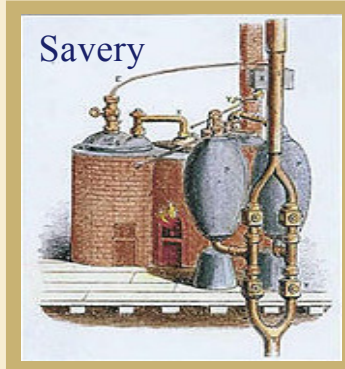


Image Credit: Wikipedia

17th Century

In 1605, French mathematician David Rivault de Fleurance in his treatise on artillery wrote on his discovery that water, if confined in a bombshell and heated, would **explode the shells**. In 1606, the Spaniard Jerónimo de Ayanz y Beaumont demonstrated and was granted a patent for a steam-powered **water pump**. The pump was used to drain the inundated mines of Guadalcanal, Spain. In 1679, French Physicist Denis Papin, invented the Steam Digester (**pressure cooker**) which was used to extract fats from bones in a high pressure environment and create Bone Meal.

In 1698, Thomas Savery designed the **first steam engine to be applied industrially**. The "fire-engine" or "Miner's Friend" was a pistonless steam pump. Savery made two key contributions. First, in order to allow the water supply to be placed below the engine, he used condensed steam to produce a partial vacuum in the pumping reservoir using that to pull the water upward. Secondly, in order to rapidly cool the steam to produce the vacuum, he ran cold water over the reservoir.

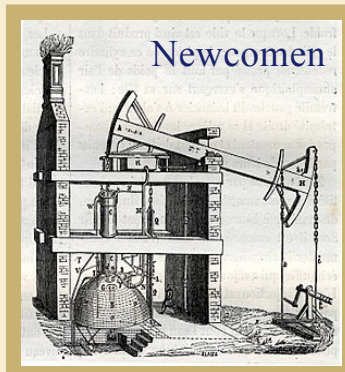


Image Credit: Wikipedia.

18th Century

In 1712, Thomas Newcomen is said to have brought together the essential elements to develop the **first steam engine for which there could be commercial demand**.

- The concept of a vacuum (i.e. a reduction in pressure below ambient)
- The concept of pressure
- Techniques for creating a vacuum
- A means of generating steam
- The piston and cylinder

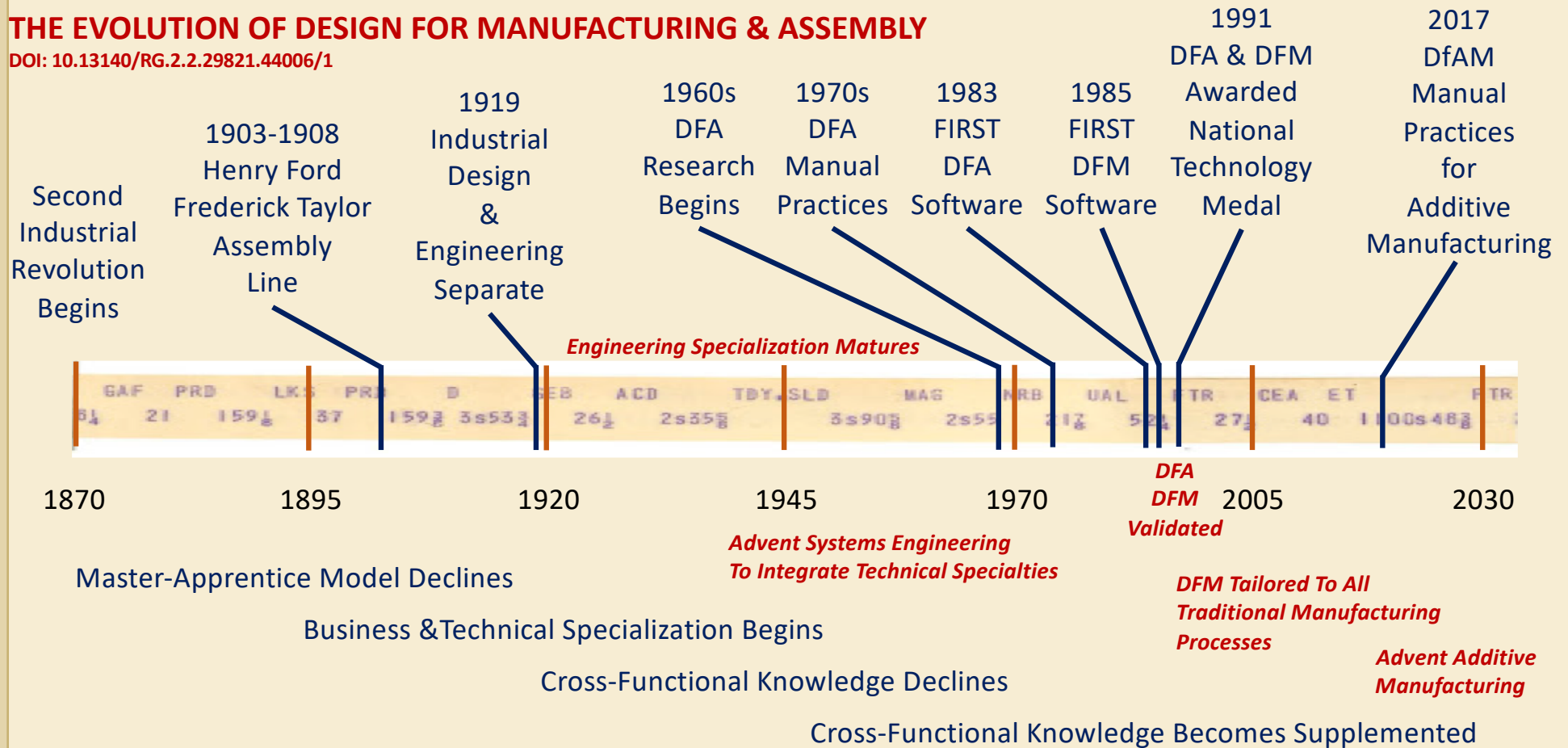
Source: "History of the Steam Engine," Wikipedia, https://en.wikipedia.org/wiki/History_of_the_steam_engine.

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1st Industrial Revolution: Transition To Scattered Islands of Machine-Driven Production

THE EVOLUTION OF DESIGN FOR MANUFACTURING & ASSEMBLY

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Design for Manufacturing & Assembly Across Three Industrial Revolutions

1st Industrial Revolution: Singular Machines Replace Many Artisans [Who Now Run Them]

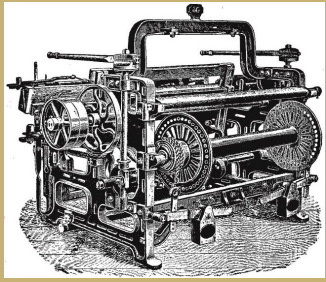


Image Credit:

<https://1785martaprovenza.blogspot.com/2015/04/applicazioni-della-macchina-vapore.html>

The Industrial Revolution, also known as the First Industrial Revolution, was a period of global transition of the human economy towards more widespread, efficient and stable manufacturing processes that succeeded the Agricultural Revolution. It started in Great Britain and spread to continental Europe and the United States, that occurred during the period from around 1760 to about 1820–1840.

The development of trade and the rise of business were among the major causes of the Industrial Revolution.

This transition included:

- Going from artisan production methods to machines
- New chemical manufacturing and iron production processes
- The increasing use of water power and steam power
- The development of machine tools
- The rise of the mechanized factory system.

Output greatly increased, and the result was an unprecedented rise in population and the rate of population growth.

The Industrial Revolution marked a major turning point in history. Comparable only to humanity's adoption of agriculture with respect to material advancement, the Industrial Revolution influenced in some way almost every aspect of daily life. In particular, average income and population began to exhibit unprecedented sustained growth.

The textile industry was the first to use modern production methods. Textiles became the dominant industry in terms of employment, value of output, and capital invested.

GDP per capita was broadly stable before the Industrial Revolution and the emergence of the modern capitalist economy. The Industrial Revolution began an era of per-capita economic growth in capitalist economies. Economic historians agree that the onset of the Industrial Revolution is the most important event in human history since the domestication of animals and plants.

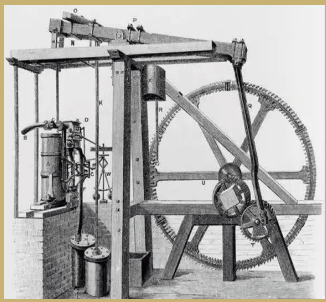


Image Credit:

<https://cncwmt.com/latest-news/the-history-of-machine-tools/>

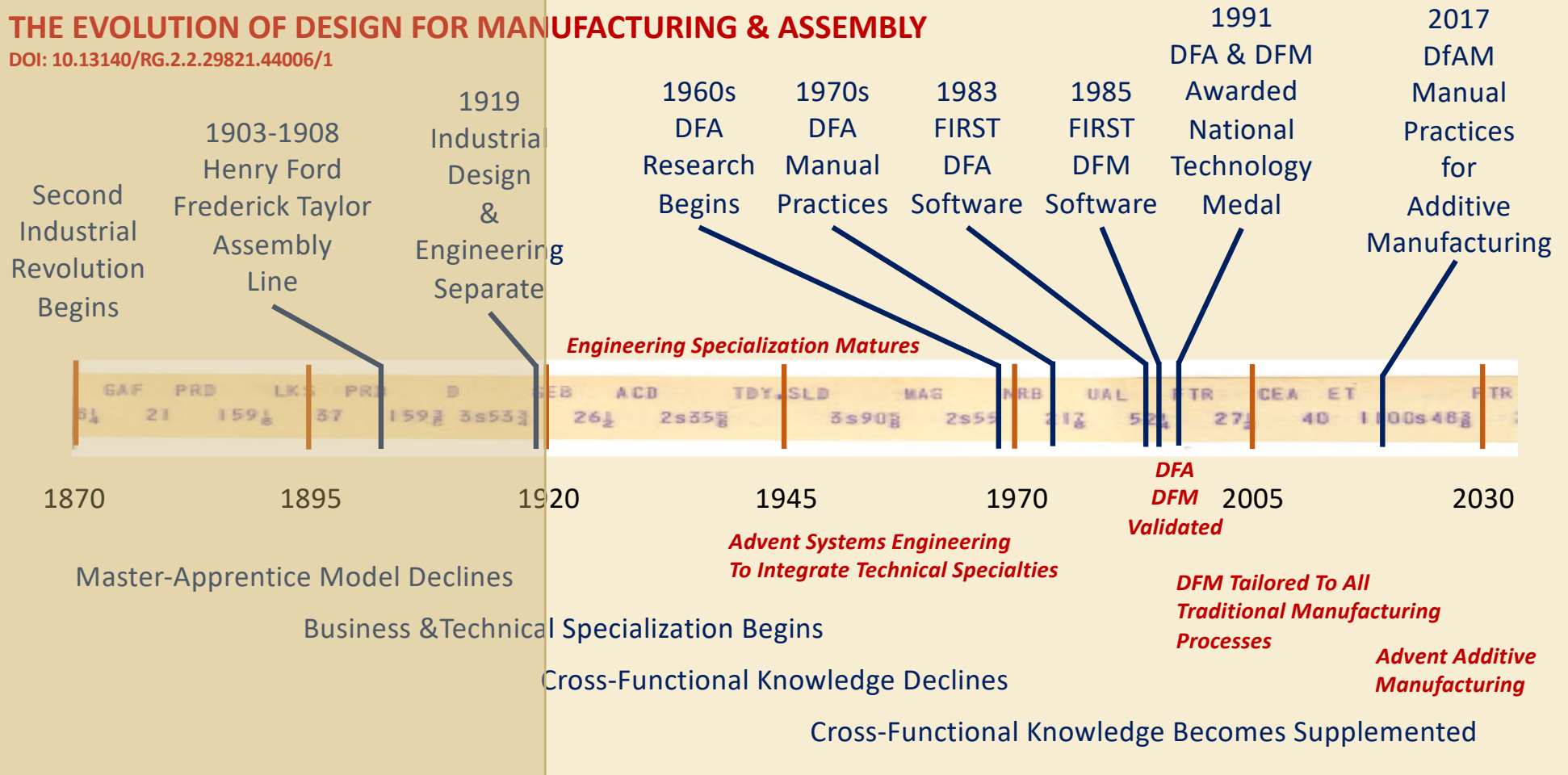
Source: “Industrial Revolution,” Wikipedia, https://en.wikipedia.org/wiki/Industrial_Revolution.

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2nd Industrial Revolution: The Advent of Consumer Designs and Machine-Based Factories

THE EVOLUTION OF DESIGN FOR MANUFACTURING & ASSEMBLY

DOI: 10.13140/RG.2.2.29821.44006/1



Design for Manufacturing & Assembly Across Three Industrial Revolutions

2nd Industrial Revolution: Profession of Design Formalizes to Meet Consumer Wants

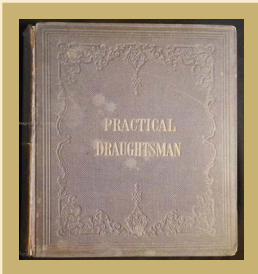


Image Credit: Abe Books.

19th Century

While the emergence of industrial design dates to the growth of industrialization and mechanization that began with the **industrial revolution in Great Britain in the mid 18th century**. The earliest use of the term **“industrial design”** occurred in **1839**, to retroactively describe the school of St. Peter which had been founded around 1750 regarding the instruction of draftsmen employed in preparing patterns for the silk manufacture.

The **Practical Draughtsman's Book of Industrial Design** was printed in **1853**. The subtitle of the (translated) work explains, that it wants to offer a "complete course of mechanical, engineering, and architectural drawing." This work paved the way for a **big expansion in the field drawing education** in France, the UK, and the United States.



Image Credit: Dorman Museum.

Christopher Dresser (1834-1904) is considered the first independent industrial designer. Born in Glasgow, Scotland, he was a pivotal figure in the Aesthetic Movement and a major contributor to the allied Anglo-Japanese or Modern Style (British Art Nouveau style). **In 1873 he was requested by the American Government to write a report on the design of household goods.** Consumers were demanding products with increased Aesthetic Designs.

20th Century

The first use of the term "industrial design," in the context of a profession, is attributed to the industrial designer **Joseph Claude Sinel (1889-1975) in 1919 who proclaimed himself in writing to be an “industrial designer.”**

While colleges like the **Rhode Island School of Design originated in 1877**, the country's **first industrial design degree program occurred in 1934 at Carnegie Institute of Technology.**



Image Credit: IDSA.

Source: Wikipedia: https://en.wikipedia.org/wiki/Industrial_design, https://en.wikipedia.org/wiki/Christopher_Dresser#Partial_bibliography.

Design for Manufacturing & Assembly Across Three Industrial Revolutions

2nd Industrial Revolution: The Profession of Design Becomes Distinct From Engineering

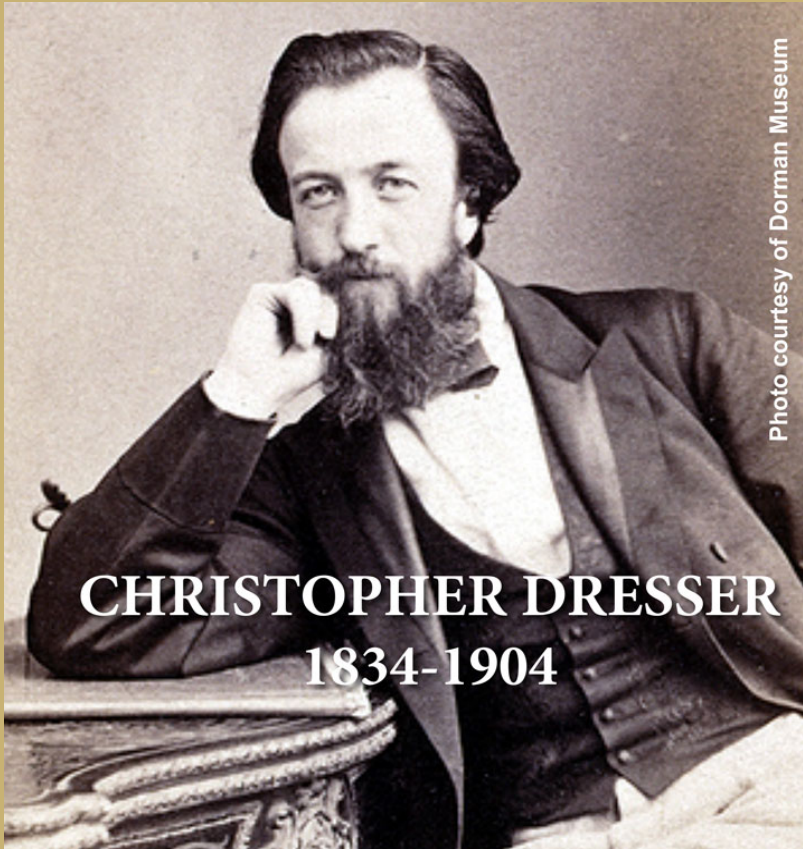


Photo courtesy of Dorman Museum

CHRISTOPHER DRESSER
1834-1904

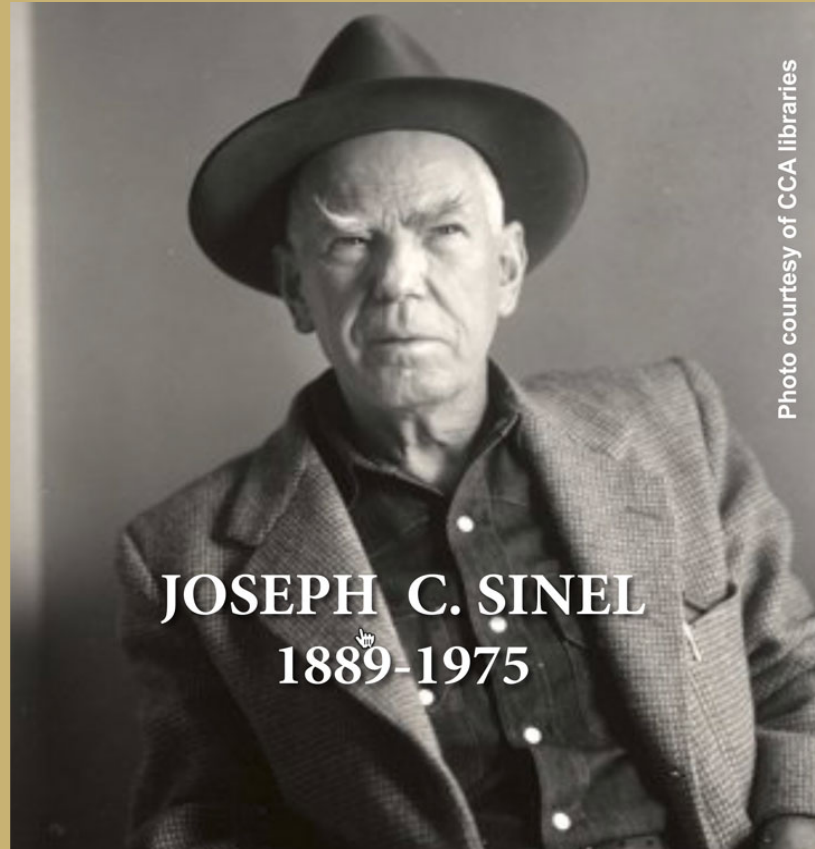


Photo courtesy of CCA libraries

JOSEPH C. SINEL
1889-1975

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2nd Industrial Revolution: The Standard Factory Formalizes

Father of Scientific Management

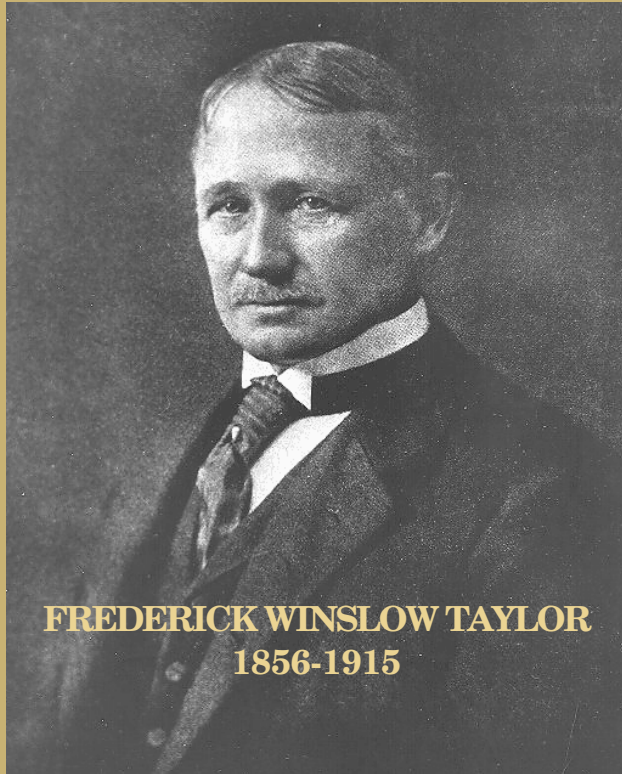
Advanced the two principal technical professions concerned with the management of a factory – engineering and accountancy.

Early factory workers differed with management on a fair days work for a fair days pay. Taylor reached a solution through the exact and detailed measurement – which yielded "standard" times, making it possible for each worker to always achieve "standard" or better.

Two principles had to be in place at all times. (1) Both sides must take their eyes off the division of the surplus as the all-important matter, and together turn their attention towards increasing the size of the surplus. (2) Both sides must recognize as essential the substitution of exact scientific investigation and knowledge for the old individual judgement in all matters relating to work done in the establishment.

 Exposition Internationale Universelle Award, Paris, France, 1900
 Cresson Medal, Franklin Institute of Pennsylvania, 1902
 President, American Society of Mechanical Engineers, 1906
 Honorary Doctor of Science, Sc.D., University of Pennsylvania, 1906
 Doctor of Laws, LL.D., Hobart College, 1912

The rigidity of Taylor's standards were a solid beginning. His immediate followers, Henry L. Gantt and Frank B. Gilbreth Sr., made a larger contribution to the dynamics of management.



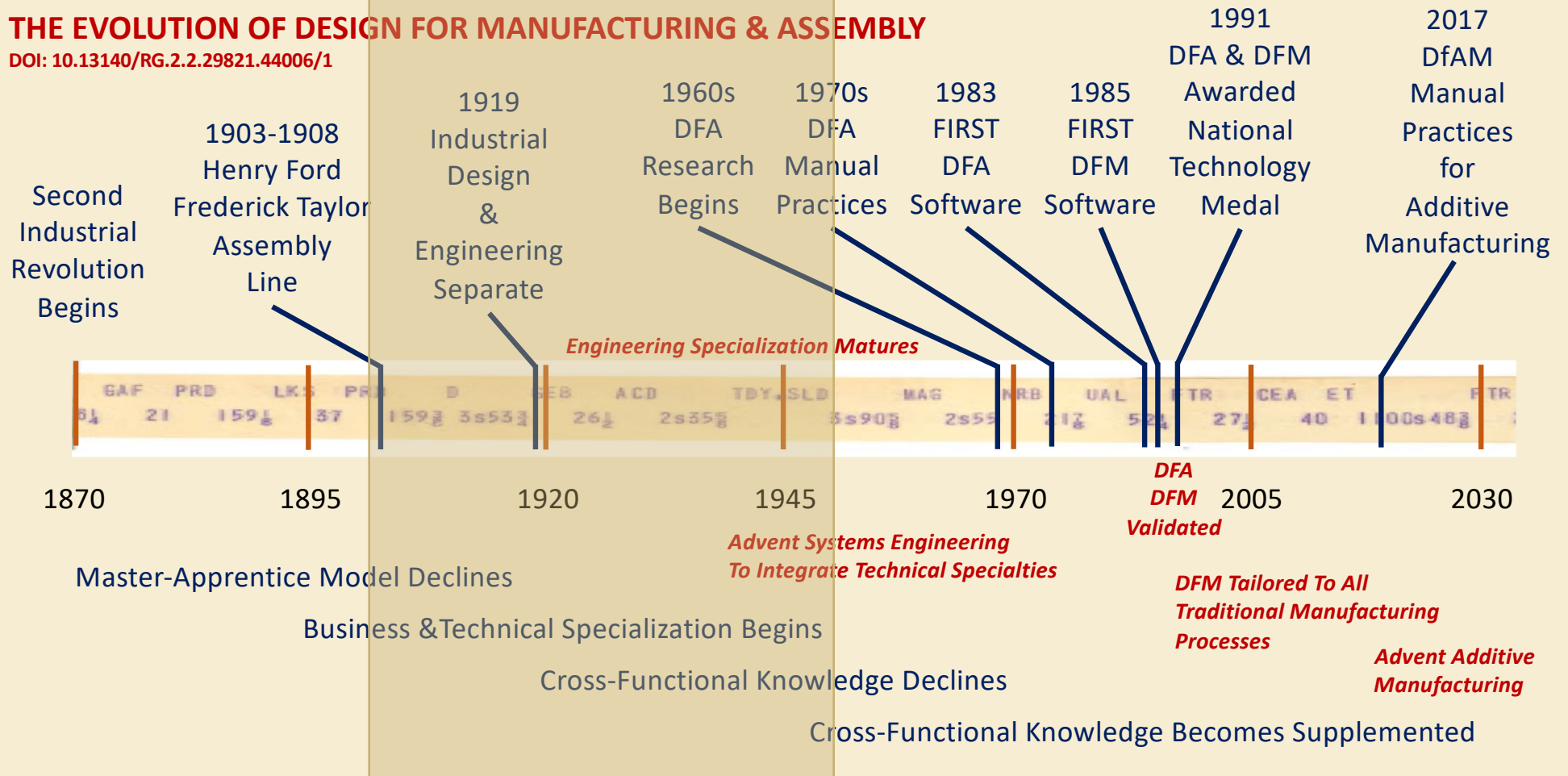
FREDERICK WINSLOW TAYLOR
1856-1915

Design for Manufacturing & Assembly Across Three Industrial Revolutions

3rd Industrial Revolution - Part I: Technical, Functional, Process, & Job Specialization Matures [I Do This]

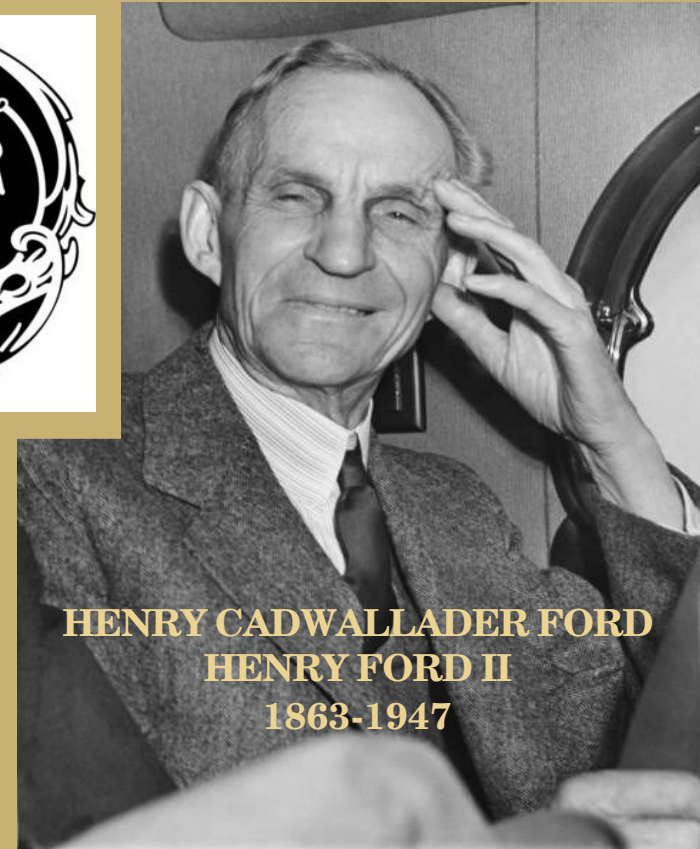
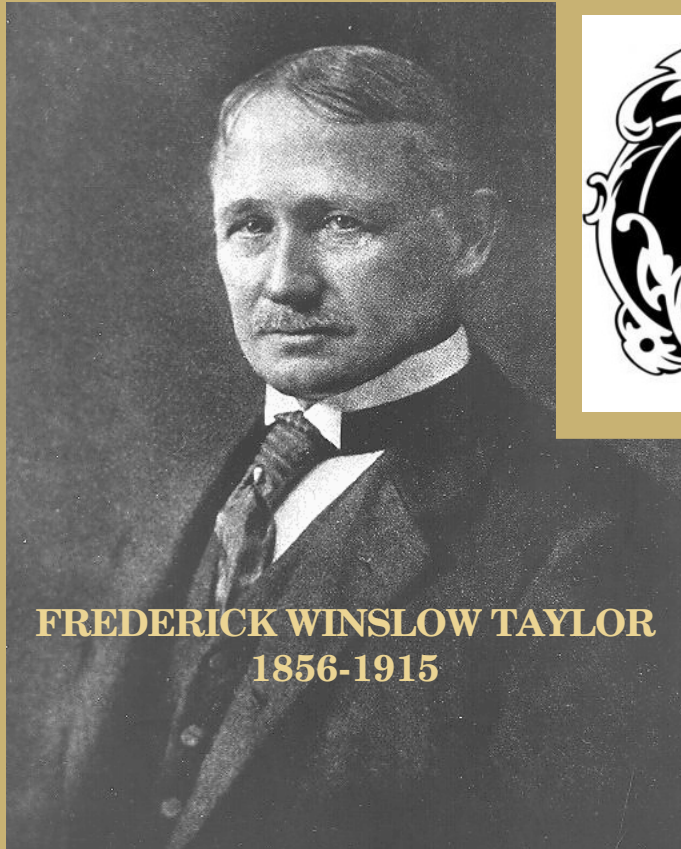
THE EVOLUTION OF DESIGN FOR MANUFACTURING & ASSEMBLY

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3rd Industrial Revolution - Part I: Two Visionaries Join Forces & All Heck Breaks Loose



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3rd Industrial Revolution - Part I: Ford Spawns an Explosion of Design and Manufacturing Capabilities

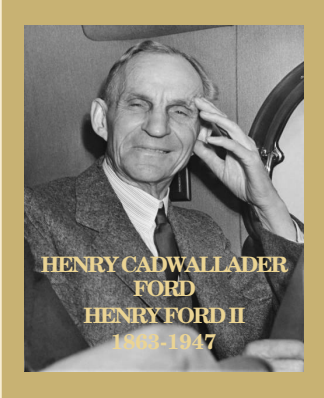
In his early 20s, he **built himself a small tractor** to help him on his father's farm. He then **built a steam engine** to power the tractor.

In December of **1893**, he built his first horseless carriage called the "**Quadricycle.**"



Henry Ford saved his longtime friend and mentor Thomas Edison's last breath in a test tube. The test tube can be found in the Henry Ford Museum.

He developed a kind of mass production method that reduced the man hours on the factory floor tremendously. **In 1913, his company was the first to develop a moving assembly line for cars.** The technique was first deployed at a new plant in Highland Park, Michigan.



By 1914, Ford's mass production methods allowed the company to **93 man-minutes, down from 12.5 man-hours.** The moving assembly line allowed for Ford to implement a three-shift day. That in turn **increased the productivity tremendously.** By 1920, Ford was producing about one million cars a year, up from about 40,000 a decade prior.

Ford deployed moving assembly line technique of production that allows for items to move at a predetermined pace from one workstation to another until the final product is fully assembled. It's been said that Ford **divided the manufacturing process of the Model T into 45 steps.**

Ford made cars affordable.. It's been estimated that over **15 million Model T cars were produced.** At those figures, the Model T held a **50% market share of the American automobile industry by 1918.**

Source: World History Edu: <https://worldhistoryedu.com/henry-fords-greatest-achievements-and-inventions/>.

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3rd Industrial Revolution - Part I: Management Approaches & Worker Procedures Changed

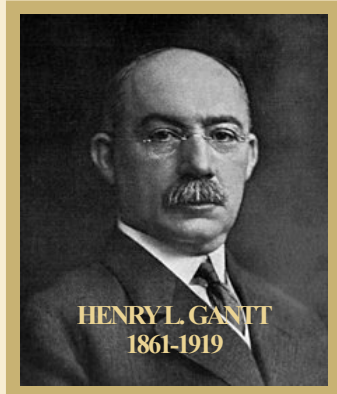


Image Credit: Wikipedia.

The Creator of the Gantt Chart - Circa 1910-1915

One of the earliest members of the Scientific Management community to direct his efforts toward the human being in industry. "In all the problems of management," he wrote, "the human element is the most important one."

His first original contribution was the "task and bonus" system of wages which he presented at ASME in 1901.

Gantt's next contribution was to evolve graphic charts for production control. The "Daily Balance Sheet," forerunner of his better known Gantt Chart, was to give a picture of the prior day's work by noon the following day to facilitate continuous preplanning of production.

The final evolution, the Gantt Chart, was revolutionary at the time as it **changed production planning from being quantity-based to being time based.**

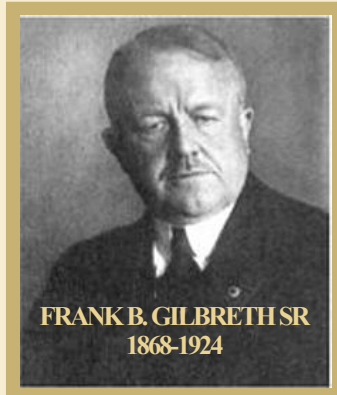


Image Credit: Wikipedia.

The Pioneer of Time & Motion Studies - Circa 1912-1924

Scientific Management, as Taylor and Gantt developed it, was a series of principles for analyzing the routines and procedures of workers on the job.

His first contribution was to develop lines of authority and responsibilities of each worker's job – Job Descriptions.

His unique contribution was on human efforts and the methods he devised for fleshing-out wasteful and unproductive movements. There was "one best way to do the work." If it could be discovered, it would add significantly to the gains Taylor was making in the overall system of management at a next levels of refinement.

He was the first to apply a motion-picture camera for analysis, and the **first to classify the elements of human motions. Gilbreth reduced all motions of the hand into some combination of 17 basic motions.**

Source: Urwick, Lyndall F. & Wolf, William B., *The Golden Book Of Management*, American Management Associations, New York, NY, USA, Expanded Edition, Copyright © 1956, 1984, Pages 95-98 [Gantt] and Pages 136-140 [Gilbreth].

Design for Manufacturing & Assembly Across Three Industrial Revolutions

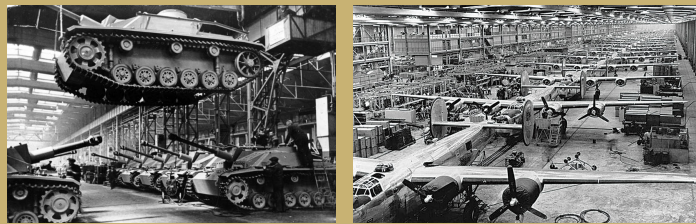
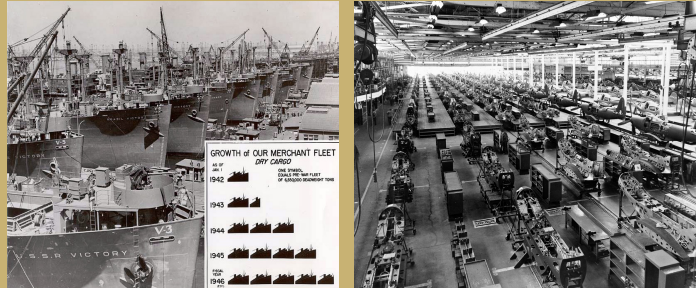
3rd Industrial Revolution - Part I: WWII Further Accelerates Everything Involving Products & Processes

During World War II, the United States created an intricate system for marshaling resources, designing and manufacturing weapons, and then getting them to the battlegrounds where they were needed. The system involved an extensive network of organizations and agencies, some of which had existed before the war and others that were created specifically for wartime. The network handled different aspects of the planning, research, financing, design, and production of weaponry. Concerns included converting existing factories to wartime production, constructing new ones, allocating and distributing raw materials, and devising techniques to improve design quality, such as operations research, ergonomics, and systems theory. Unskilled and semi-skilled workers had to be trained to produce war material, and then military personnel had to learn how to use it, thus fostering a vast training operation with new methods of instruction.

In addition, planning for the production of weaponry had to be integrated with military strategy. Thus, coordination was required between military planners, the organizations that did research on new weapons, and the factories or shipyards that produced them.² Research often led to innovative weapons that did not fit conventional strategic formulations but nonetheless had to be incorporated into new tactical plans. For the first time, scientists worked alongside engineers and designers, resulting in an enormous number of new devices, machines, and even systems for developing technology and managing production.

The key to U.S. mobilization was this coordinated effort. Major innovations in management strategy were required to keep track of a process whose complexity was unprecedented. No single system existed to ensure the effective management of the U.S. government's research, development, and manufacturing activities during the war. Nevertheless, success was achieved through a combination of related subsystems, as well as communication networks that involved government and military officials.

December 7, 1941 – August 15, 1945
Pearl Harbor V-J Day



GAME-CHANGING INVENTIONS

1. Radar
2. Electronic Computers
3. Penicillin
4. Atomic Weapons
5. Jet Engines
6. Synthetic Rubber and Fuel
7. The Jeep
8. Duct Tape
9. Superglue
10. Microwave Ovens
11. Pressurized Cabins
12. Rocket Technology

Source: "12 Game-Changing Inventions and Innovations of World War II," History Tools, May 26, 2024,

<https://www.historytools.org/stories/12-game-changing-inventions-and-innovations-of-world-war-ii>.

Source: Margolin, Victor, "The United States in World War II: Scientists, Engineers, Designers," MIT Press, Vol. 29, No. 1 (Winter 2013), pp. 14-29,

Design for Manufacturing & Assembly Across Three Industrial Revolutions

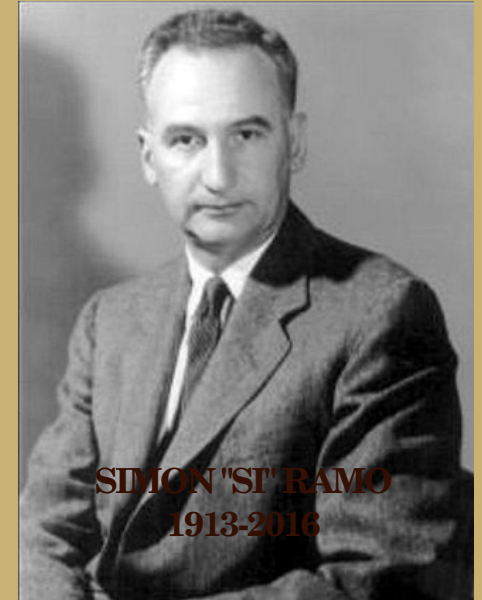
3rd Industrial Revolution - Part I: Systems Engineering – All Major Disciplines Achieve Specialization

The term systems engineering can be traced back to **Bell Telephone Laboratories in the 1940s**. The need to identify and manipulate the properties of a system as a whole, which in complex engineering projects may greatly differ from the sum of the parts' properties, motivated various industries, especially those developing systems for the U.S. military, to apply the discipline.

When it was no longer possible to rely on design evolution to improve upon a system and the existing tools were not sufficient to meet growing demands, new methods began to be developed that addressed the complexity directly. The continuing evolution of systems engineering comprises the development and identification of new methods and modeling techniques. These methods aid in a better comprehension of the design and developmental control of engineering systems as they grow more complex.

OPTIMIZATION TOOL SET

- System architecture
- System model, modeling,
- Mathematical optimization
- System dynamics
- Systems analysis
- Statistical analysis
- Reliability engineering
- Decision making



SIMON "SI" RAMO
1913-2016

Simon "Si" Ramo was an American engineer, businessman, and author. He led development of microwave and missile technology and is sometimes known as the father of the intercontinental ballistic missile (ICBM). He also developed General Electric's electron microscope. He played prominent roles in the formation of two Fortune 500 companies, Ramo-Wooldridge (TRW after 1958, now part of Northrop Grumman) and Bunker Ramo Corporation (now part of Honeywell).

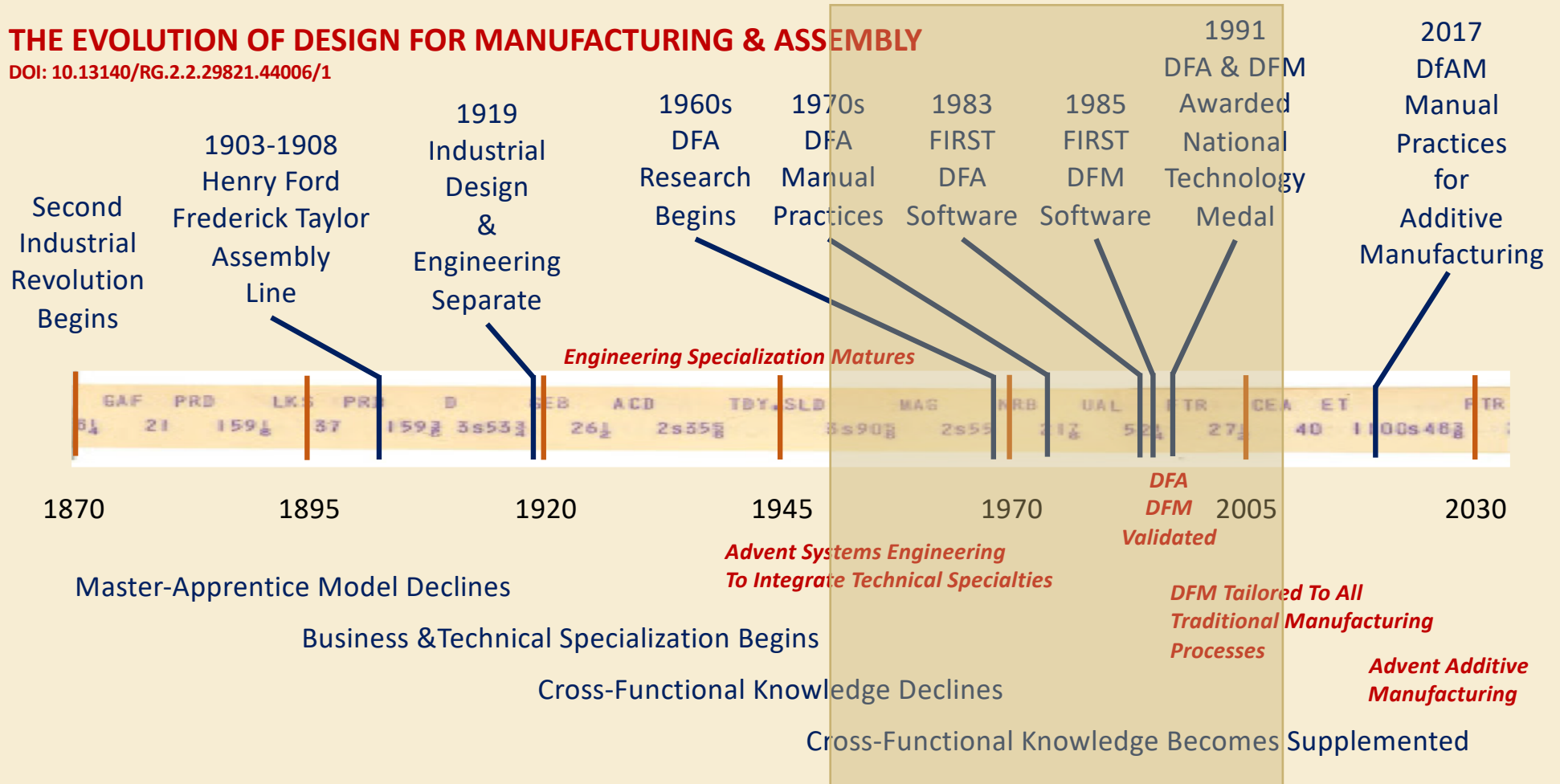
Source: Wikipedia: https://en.wikipedia.org/wiki/Systems_engineering, https://en.wikipedia.org/wiki/Simon_Ramo.

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3rd Industrial Revolution - Part II: The Advent of DFA & DFM – Reintegrating Specialized Departments

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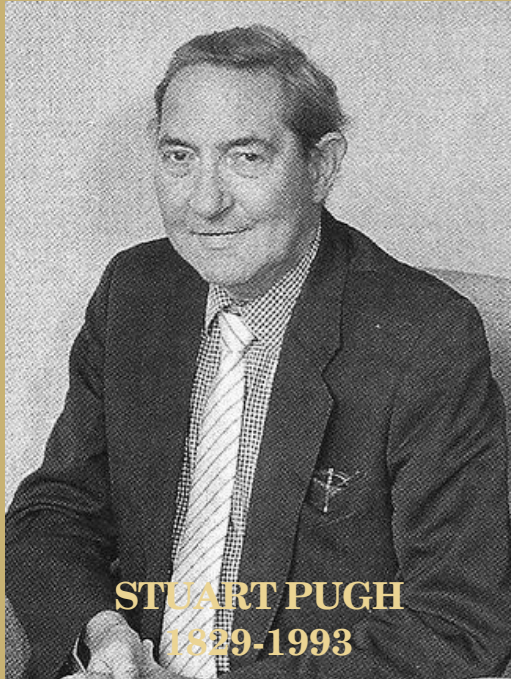
3rd Industrial Revolution - Part II: Robust Design Started In England & Bloomed In Scotland

Stuart Pugh **graduated from London University** with a degree in Mechanical Engineering and became a graduate apprentice for the British Aircraft Corporation. In **1956 he worked in the Warton Aerodrome** as a project engineer for the Mach 6 Wind Tunnel. In **1963** he became the **Chief Designer** of the Mechanical Product Division at the **Marconi Company**. In the later stages of his industrial career, Pugh worked within the **English Electric Company as Chief Designer** in the Hydraulic Equipment Division, ultimately progressing to become Divisional Manager.

Pugh left industry in 1970 and began his academic career as a 'Smallpeice' Reader in **Design for Production at Loughborough University of Technology**. Later, he became the Director of the 'Engineering Design Centre'.

Pugh **moved to Scotland and in 1985** became the '**Babcock Professor** of Engineering Design' and the head of the 'Design Division' at the **University of Strathclyde in Glasgow**. The Design Division merged in **1989** with the Department of Production Management and Manufacturing Technology to create the Department of Design, Manufacture and Engineering Management (**DMEM**), of which Pugh remained head until his **death in 1993**. It was here that Pugh produced his **seminal book, 'Total Design: Integrated Methods for Successful Product Engineering'**, published in 1990. Pugh introduced and taught Total Design across the faculty of engineering at Strathclyde University.

Soon after Pugh published his book 'Total Design', Professor Don Clausing (MIT) and Professor Ken Ragsdell (University of Missouri) encouraged Pugh to publish his collection of papers to make his work readily available to design engineers and managers. However, Pugh's untimely death from illness ultimately led **Don Clausing and Ronaldo Andrade (Universidade Federal de Rio de Janeiro, Brazil) to complete Pugh's book 'Creating Innovative Products Using Total Design: The Living Legacy of Stuart Pugh'**.

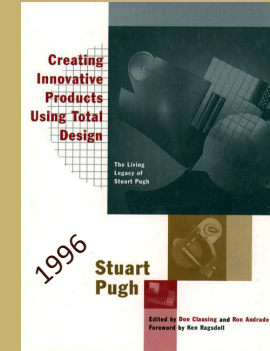
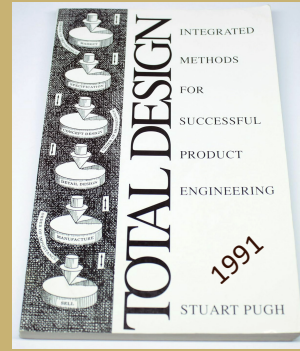
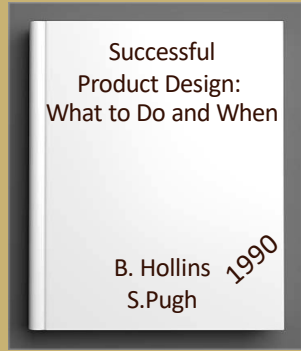
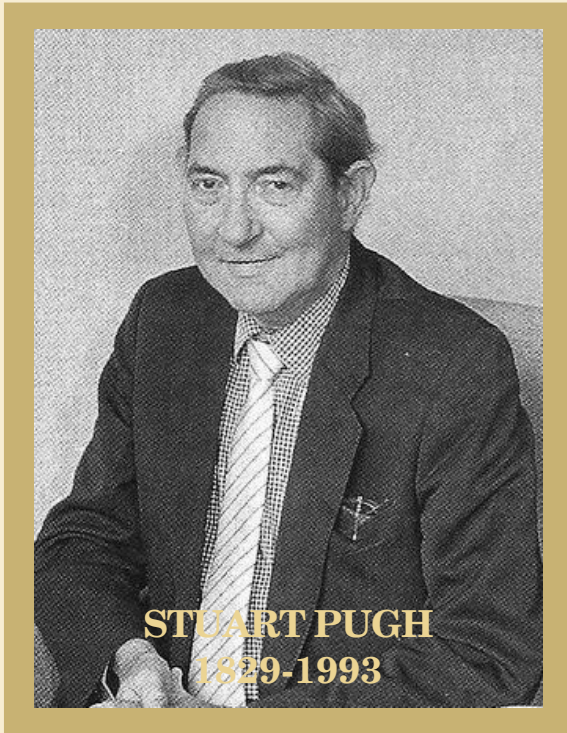


STUART PUGH
1829-1993

Source: Wikipedia: https://en.wikipedia.org/wiki/Stuart_Pugh.

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3rd Industrial Revolution - Part II: The Bloom Was Exceptional But Short Lived – Pugh Passed Suddenly



Stuart Pugh, Don Clausing, Ron Andrade, (24 April 1996). *Creating Innovative Products Using Total Design*. Addison Wesley Longman. ISBN 0-201-63485-6

Pugh, S. (February 1991). *Total Design: Integrated Methods for Successful Product Engineering*. Addison-Wesley. ISBN 0-201-41639-5

S.Pugh, B.Hollins, (March 1990). *Successful Product Design: What to Do and When*. Butterworth-Heinemann. ISBN 0-408-03861-6

Concept Selection – Method of Controlled Convergence

Pugh's most famous work, "Concept Selection – A Method that Works",^[4] describes Pugh's innovative 'controlled convergence' technique that was put to the test so successfully for **General Motors' Saturn** project.

Identification of Under-Served Market Segments Plotting Method

Weighted pugh matrix for design selection

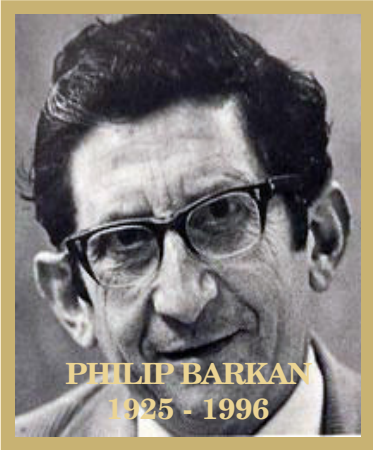
The slide showcases a pugh matrix that helps to select the best option of the design. It contains rows and columns consisting assigned weights, criteria critical to quality, design options, summary table, scoring system legends and outcome of analysis.

| Critical to quality | Weight | Design option 1 | Design option 2 | Design option 3 | Design option 4 | Design option 5 | Design option 6 |
|--------------------------------|--------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Strength | 3 | 1 | -1 | -1 | 1 | -1 | 1 |
| Manufacturing cost | 6 | -1 | 1 | 0 | 1 | 0 | 0 |
| Return on investment potential | 8 | -1 | -1 | 0 | 1 | 1 | 0 |
| Aesthetic | 10 | 0 | 1 | -1 | 0 | 1 | 1 |
| Cost of warranty | 7 | -1 | 1 | -1 | -1 | 1 | 0 |
| Aesthetic | 5 | 1 | 0 | 1 | 0 | 0 | 1 |
| Ease of maintenance | 7 | 1 | 1 | 1 | 1 | 0 | 1 |
| Weight | 4 | 1 | -1 | -1 | 1 | -1 | 1 |
| Smell | 1 | 1 | 1 | 0 | 1 | 0 | 0 |
| Operates in cold temperature | 10 | -1 | -1 | -1 | 0 | -1 | 1 |
| Impact on brand | 9 | 1 | 0 | 0 | 1 | 1 | 1 |
| Add text here | 6 | -1 | 1 | -1 | 1 | 0 | 1 |
| Add text here | 5 | 1 | 1 | 0 | 1 | 0 | -1 |

| Ranking system | | Summary table | | | | | | |
|----------------|---------------|---|----|----|----|----|----|----|
| Green | Good | | | | | | | |
| Yellow | Acceptable | | | | | | | |
| Red | Above average | | | | | | | |
| Orange | Unacceptable | | | | | | | |
| Dark Red | Not good | | | | | | | |
| Black | Bad | | | | | | | |
| Outcome | | Design option with the highest overall score of 49 is Design Option 6, thus the best suited alternative available | | | | | | |
| | | Total city of 1's | 7 | 5 | 3 | 9 | 4 | 9 |
| | | Total city of 0's | 1 | 2 | 5 | 3 | 5 | 4 |
| | | Total city of -1's | 5 | 5 | 5 | 1 | 3 | 1 |
| | | Overall weighted score | 39 | 33 | 28 | 49 | 27 | 31 |

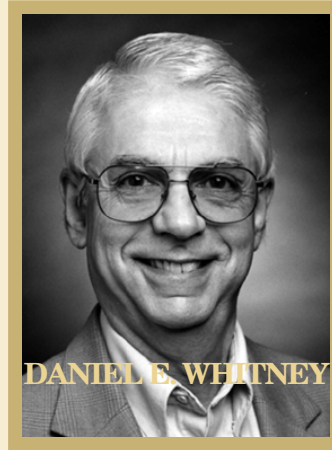
Design for Manufacturing & Assembly Across Three Industrial Revolutions

3rd Industrial Revolution - Part II: Design Producibility Was A Hot Topic – MIT & Stanford



DFMA Index
Design for Manufacturability Curriculum
The Importance of Product Planning
Integrated Use of Formal Design Methodologies
Early Six Sigma Champion

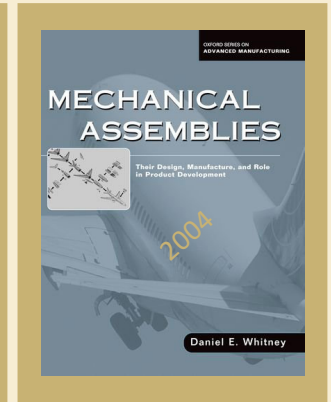
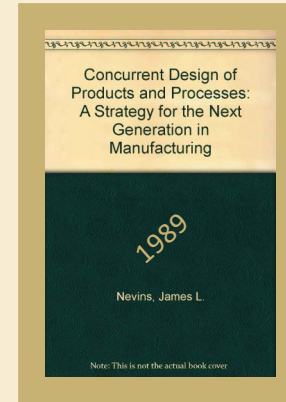
B.S., Tufts University, 1946
 M.S., University of Michigan, 1948
 Ph.D., Pennsylvania State University, 1953
 US Navy
 General Electric Engineering & Quality, 53 Patents
 Israel Institute of Technology, 1971-1972
 IEEE Fellow, 1972
 Recruited-In Full Professor, Stanford, 1977
 National Academy of Engineering, 1980
 Confidential Consultant to Motorola



DFA & Automated Assembly
Computerized Assembly
Mechanical Assembly
Design for Automation
Computers in the Product Development Process
Complex Systems & Networks
Robotics

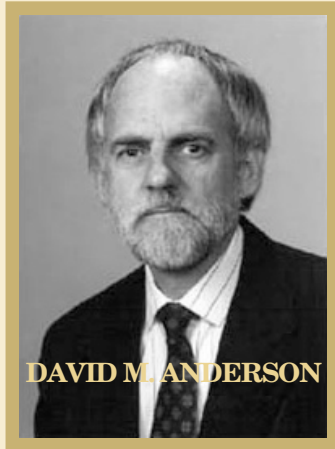
Ph.D., MIT, 1968
 Professor, MIT, 1968-1974
 Section Chief, Draper Laboratories, 1974-1993

[Research Gate](#)
 158 Publications



Design for Manufacturing & Assembly Across Three Industrial Revolutions

3rd Industrial Revolution - Part II: Design Producibility Was A Hot Topic – UC Berkeley, Swansea Univ.

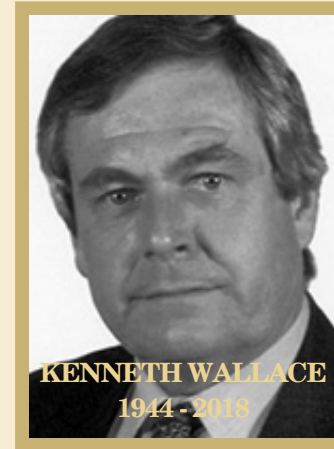
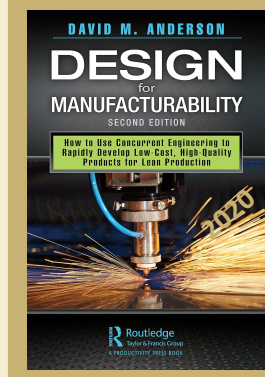
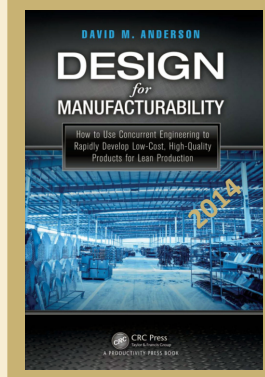
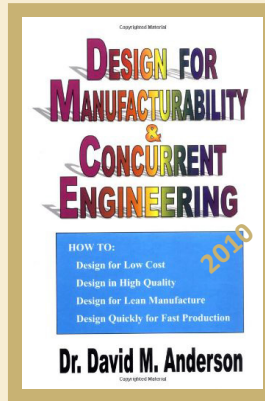
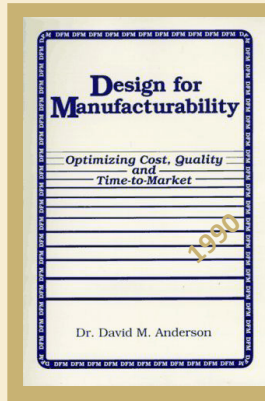


DAVID M. ANDERSON

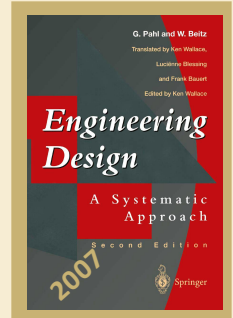
**Design for Manufacturing
Concurrent Engineering**

<http://design4manufacturability.com>

Ph.D., Mechanical Engineering, UC Berkeley
 Professional Engineer, PE, Industrial Engineering
 Professional Engineer, PE, Mechanical Engineering
 Professional Engineer, PE, Manufacturing Engineering
 Anderson Automation, Inc., 1977-1983
 Certified Management Consultant, CMC, 1992-2023
 Fellow of ASME, FASME
 Life Member in SME, LSME



KENNETH WALLACE
1944 - 2018



Translate & Edit
 Seminal Work
 By
 Gerhard Pahl
 Wolfgang Beitz

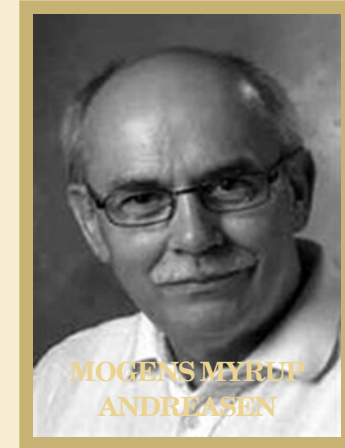
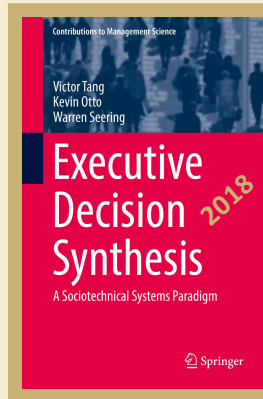
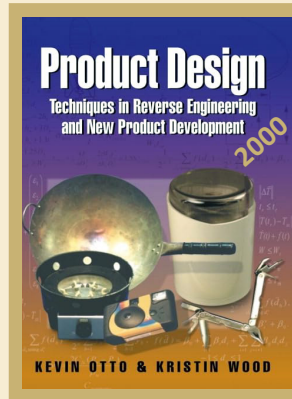
Enter, Brentwood School & RAF Cadets, 1958
 Pilot's License, Age 17, 1961
 Apprentice, Rolls-Royce Aero Engines, 1962-1963
 Apprentice, Flugzeug-Union-Süd, 1964-1965
 Sc.B., Swansea University, 1967
 Aero Engines, Rolls Royce, 1967-1971
 Fellow, Swansea University, 1978
 Pilkington Teaching Prize, 1994
 ASME Outstanding Design Educator Award, 2001;
 Black Award, Innovation in Design Education, 2002
 Fellow, Institution of Mechanical Engineers, 1991
 Fellow, Smallpeice Trust, 1994
 Fellow, Institution of Engineering Designers; 1994
 Fellow, Royal Academy of Engineering, 1999
 Honorary Fellow, Design Society, 2007
 Honorary Doctorate, Brunel University, 2011

Design for Manufacturing & Assembly Across Three Industrial Revolutions

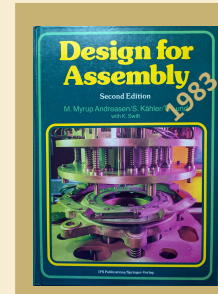
3rd Industrial Revolution - Part II: Design Producibility Was A Hot Topic – MIT, University of Denmark



**Reverse Engineering
Designing In Uncertainty**



**The Design Process
Design for Assembly**

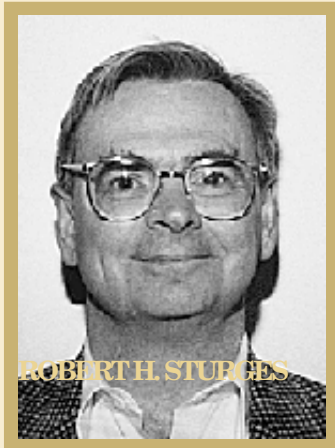


Professor, University of Denmark, 1998
Professor Emeritus, University of Denmark, 2007

University of MN, 1983-1985
 Ph.D., Caltech, 1988-1992
 Professor, MIT, 1992-2001
 VP, Product Genesis, 2001-2004
 Associate Professor, Singapore University of Technology & Design, 2012-2015
 Professor of Practice, Aalto University, 2015-2021
 Professor, Mechanical Engineering, University of Melbourne, 2021-Present
 President & CEO, Robust Systems & Strategy, 2004-Present

Design for Manufacturing & Assembly Across Three Industrial Revolutions

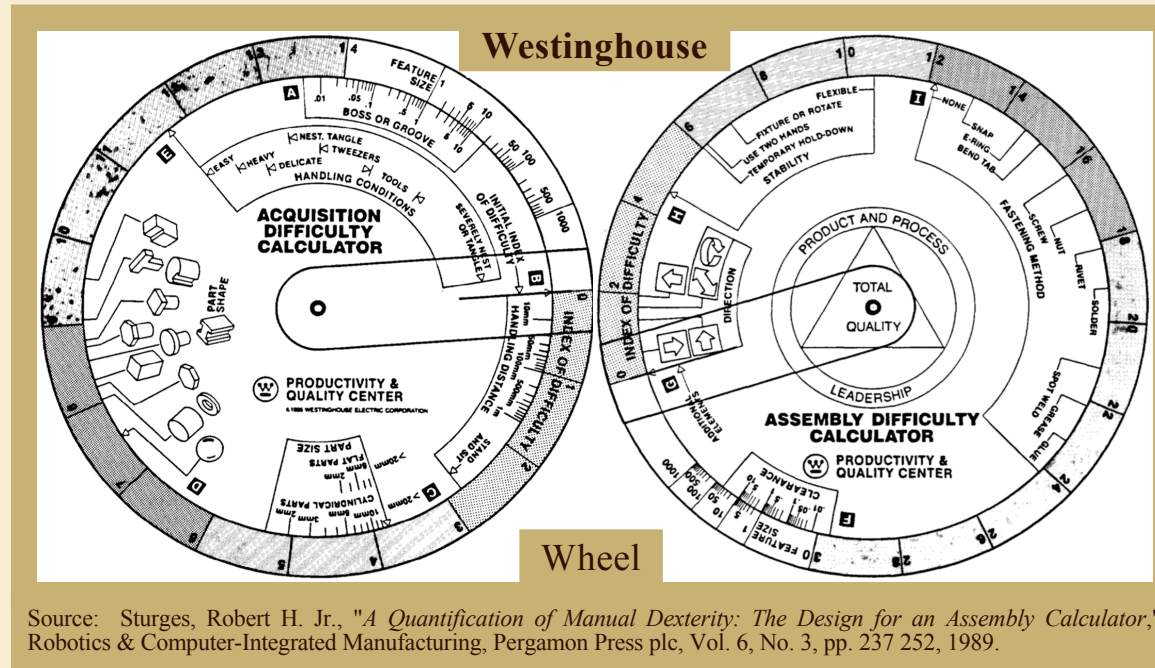
3rd Industrial Revolution - Part II: Design Producibility Was A Hot Topic – Carnegie Mellon



ROBERT H. STURGES

Design for Assembly
 Fastenerless Assembly

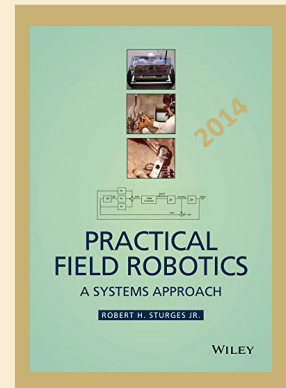
B.S., MIT
 M.S., MIT
 Ph.D., Carnegie Mellon University
 Professor, Carnegie Mellon
 Professor, University of Virginia
 Patents = 14



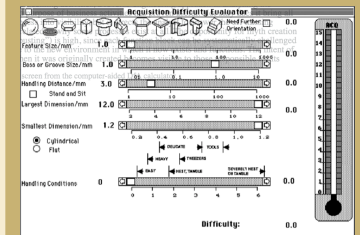
Westinghouse

Wheel

Source: Sturges, Robert H. Jr., "A Quantification of Manual Dexterity: The Design for an Assembly Calculator," Robotics & Computer-Integrated Manufacturing, Pergamon Press plc, Vol. 6, No. 3, pp. 237-252, 1989.



Computer-Aided DFA Calculator



Source: Sturges, Robert H. Jr., "Practical Field Robotics," Wiley Online Library, Appendix A, Page 154.

Design for Manufacturing & Assembly Across Three Industrial Revolutions

3rd Industrial Revolution - Part II: Industry Leaders Jump On Design Producibility – 1980s & 1990s

CPD-220019a
T131-BDIDFMA2024#35v1 - Page 24

RCA Price Systems

RCA Price Systems, 1973
GE Price Systems, 1986
Martin Marietta Price Systems, 1992
Lockheed Martin Price Systems, 1995
Price Systems LLC, 1998
Unison Acq. Price Systems LLC, 2021

Sony Design for Assembly/Disassembly Cost-effectiveness [DAC]

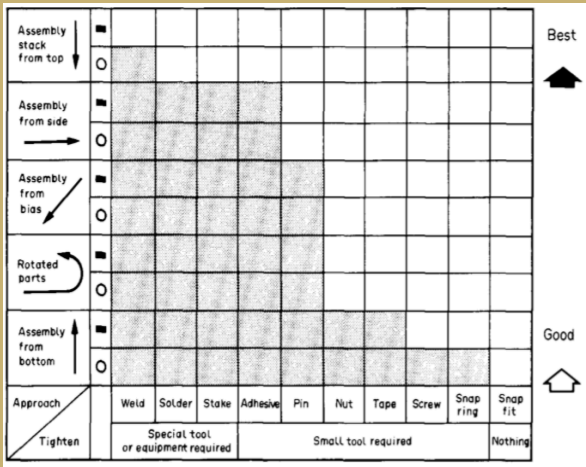
Hitachi Assembly Evaluation Method [AEM]

IBM ProPrinter 4201-001



Source: OpenMOV, "IBM PCjr Proprinter XL dot matrix printer," openmov.museumofvancouver.ca, 1986.

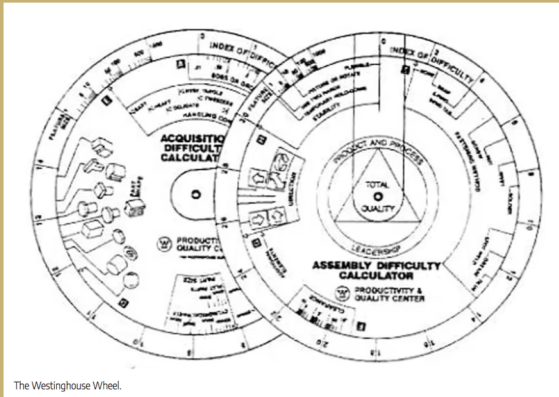
Xerox Producibility Index Chart



Source: Sturges, Robert H. Jr., "A Quantification of Manual Dexterity: The Design for an Assembly Calculator." Robotics & Computer-Integrated Manufacturing, Pergamon Press plc, Vol. 6, No. 3, pp. 237-252, 1989.

Fujitsu Productivity Evaluation Method [PEM]

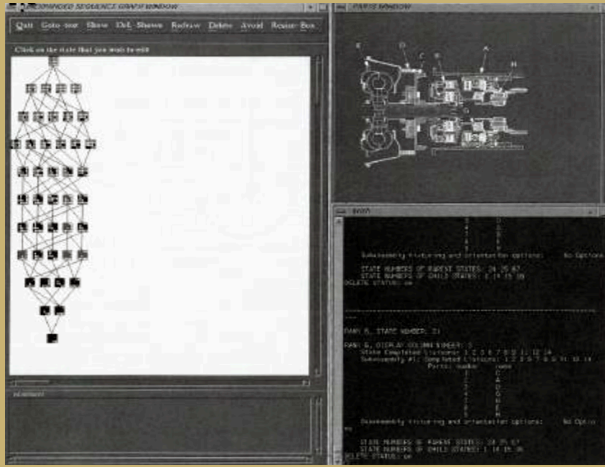
Westinghouse Wheel



The Westinghouse Wheel.

Source: Sturges, Robert H. Jr., "A Quantification of Manual Dexterity: The Design for an Assembly Calculator." Robotics & Computer-Integrated Manufacturing, Pergamon Press plc, Vol. 6, No. 3, pp. 237-252, 1989.

Draper Labs Automated & Computerized Assembly

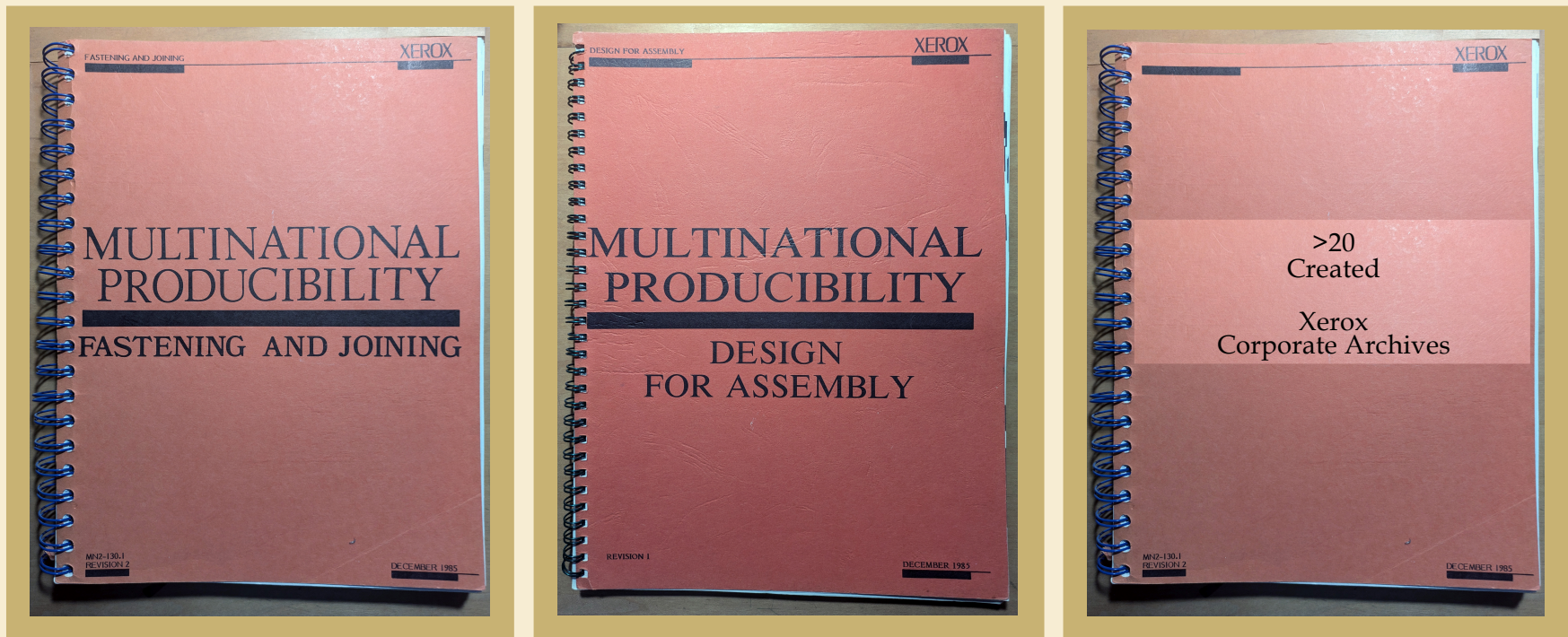


Source: Public domain.

Design for Manufacturing & Assembly Across Three Industrial Revolutions

3rd Industrial Revolution - Part II: Industry Leaders Jump On Design Producibility – 1980s & 1990s

Xerox Pumpkin Books

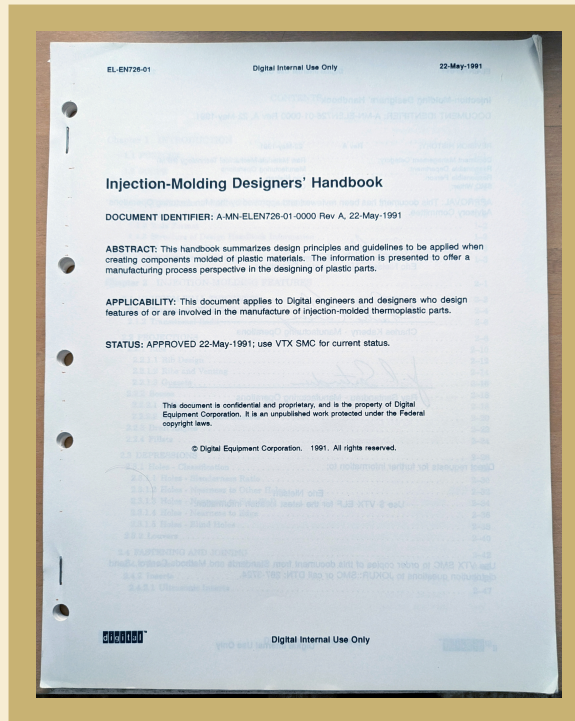


Source: The original works were accessed using Journalistic Reporter's Privilege. Images are of the original 1985 published works of Xerox Corporation.

Design for Manufacturing & Assembly Across Three Industrial Revolutions

3rd Industrial Revolution - Part II: Industry Leaders Jump On Design Producibility – 1980s & 1990s

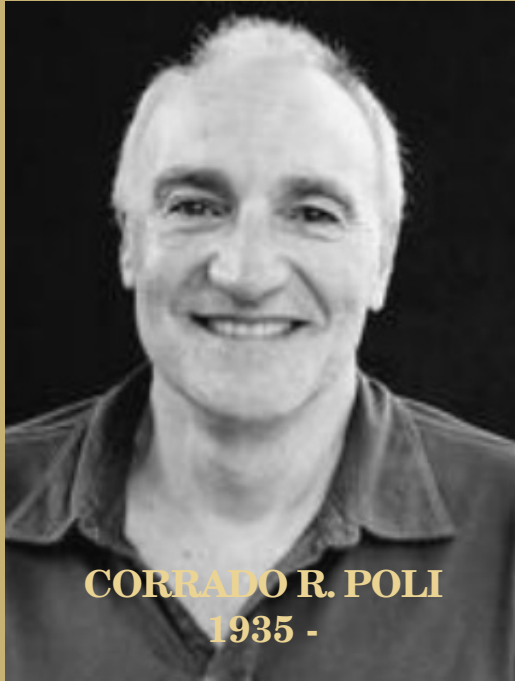
Digital Equipment Corporation "DEC Standard 101"



Source: The original works were accessed using Journalistic Reporter's Privilege. Images are of the original 1991 published works of Digital Equipment Corporation..

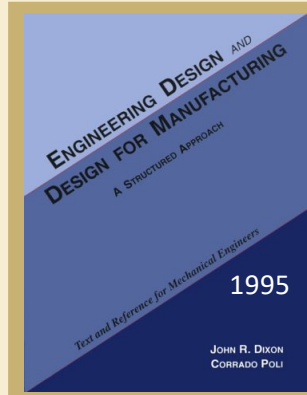
Design for Manufacturing & Assembly Across Three Industrial Revolutions

3rd Industrial Revolution - Part II: Design Producibility Was A Hot Topic – UMass Amherst

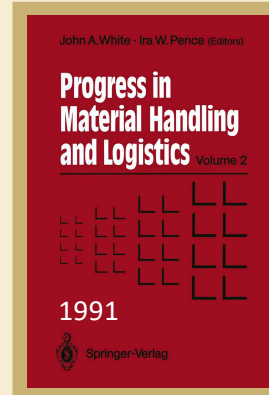
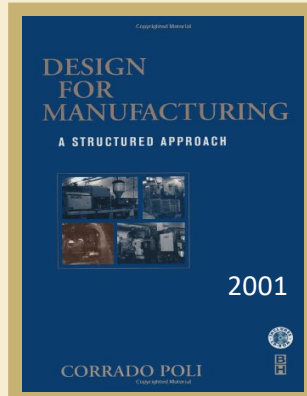


CORRADO R. POLI
1935 -

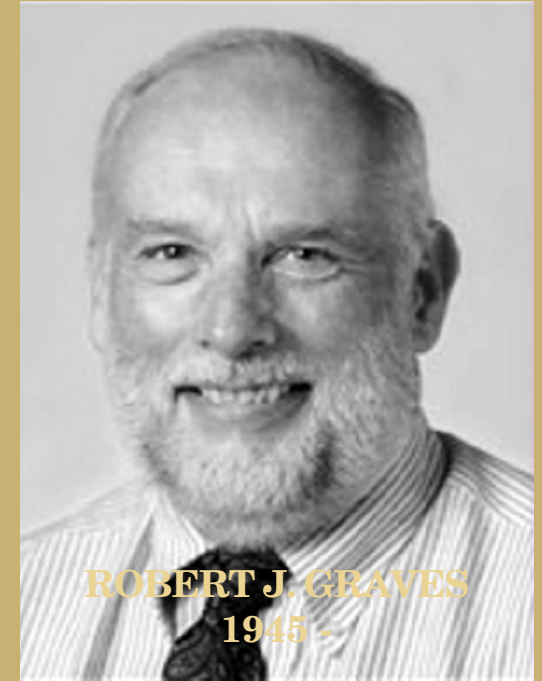
B.S., Rensselaer Polytechnic Institute, 1957
M.S., Rensselaer Polytechnic Institute, 1958
Ph.D., Ohio State, 1965
Dept. Head, Mechanical & Industrial Engineering, UMass Amherst



Research Gate
53 Publications



Research Gate
80 Publications

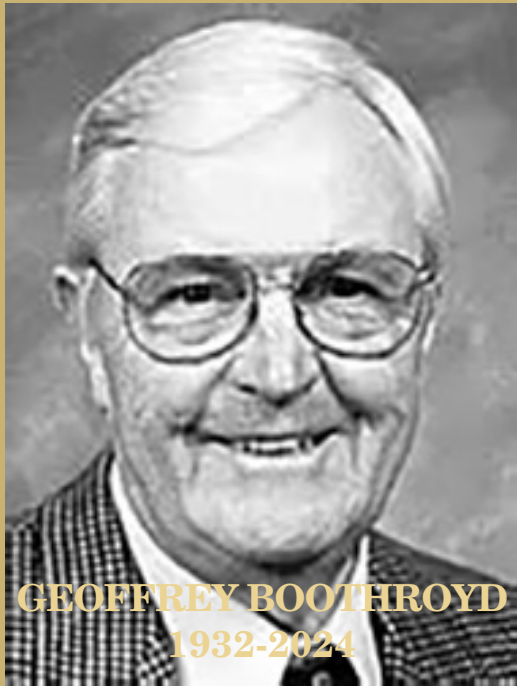


ROBERT J. GRAVES
1945 -

B.S., Syracuse University, 1967
M.S., SUNY Buffalo, 1969
Ph.D., SUNY Buffalo, 1974
Assoc. Professor, UMass Amherst, 1979-1980
Professor, RPI, 1991-2003
Professor, Dartmouth College, 2003-Present

Design for Manufacturing & Assembly Across Three Industrial Revolutions

3rd Industrial Revolution - Part II: Boothroyd Arrives With Disruptive Business & Technical Aspirations



Geoffrey Boothroyd was born in Radcliffe, Manchester, England on November 18, 1932. He obtained a Bachelor of Science in Engineering from the University of London in 1956, followed by a Doctor of Philosophy in 1962 and a Doctor of Science in 1974. Geoffrey Boothroyd, a renowned British educator and pioneer in the field of industrial and manufacturing engineering.

In 1967, **Geoffrey moved to the United States** and became a member of the faculty at the **University of Massachusetts**, Amherst and later at the **University of Rhode Island**, residing for 28 years in Wakefield, RI.

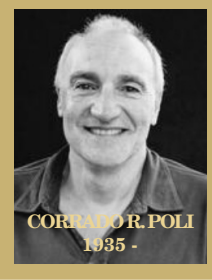
In addition to academia, Geoffrey **co-founded and served as the president of Boothroyd Dewhurst, Inc.** His work here was **instrumental in the development and popularization of Design for Manufacturing and Assembly (DFMA[®]).**

The **DFMA** methodology helped achieve dramatic cost savings across a wide spectrum of global industries. His contributions to the field were recognized nationally when he was awarded the **National Medal of Science by President George H.W. Bush in 1991**, honoring his significant impact on manufacturing and engineering.

Source: <https://www.dignitymemorial.com/obituaries/bradenton-fl/geoffrey-boothroyd-11611483>

Design for Manufacturing & Assembly Across Three Industrial Revolutions

3rd Industrial Revolution - Part II: Design Producibility Was A Hot Topic – UMass Amherst



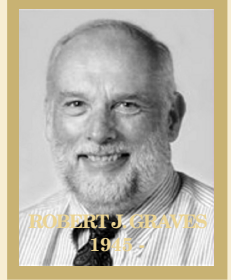
Research Gate
53 Publications

Design for Injection Molding: A Group-technology-based Approach, Dec 1991,
Journal of Engineering Design

Design knowledge acquisition for DFM methodologies, Aug 1992,
Research in Engineering Design

Design for Stamping—Analysis of Part Attributes that Impact Die Construction Costs for Metal Stamping, Nov 1993,
Journal of Mechanical Design

Design for Stamping: A Group Technology-based Approach, Nov 1993,
Concurrent Engineering Research and Applications



Research Gate
80 Publications

Designing New Products: **Compatibility** with Existing Production Facilities and
Anticipated Product Mix, Nov 1994, Integrated Manufacturing Systems

The **Compatibility** of Product Quality and Process Flexibility, Dec 1994,
Quality Engineering



Handbook of Feeding & Orienting Techniques for Small Parts, 1970,
Department of Mechanical Engineering, University of Massachusetts
[**Seminal Work** – Boothroyd, Poli, and Laurence Murch Co-Authors]
[Handbook was also possibly republished in 1979? Unclear!]

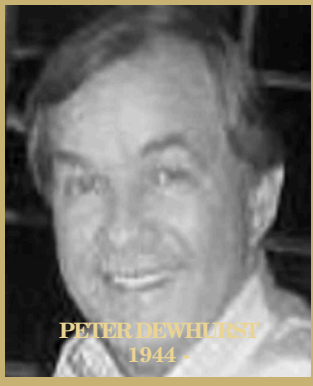
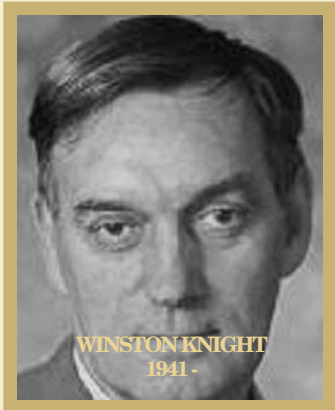
Design for Economical Use of Forging: Indication of General Relative Forging
Costs, Dec 1982, CIRP Annals [Boothroyd & Knight Co-Authors]

How **part design affects injection molding tool costs,** Jan 1988,
Machine Design

To Injection Mold, to Stamp, or to Assemble? A **DFM Cost Perspective,** Dec
1999, Journal of Mechanical Design

Design for Manufacturing & Assembly Across Three Industrial Revolutions

3rd Industrial Revolution - Part II: NSF Underpins BDI's Work - 10 NSF Grants 1974-1990 = \$2,184,788.00



1. Group Technology Applied to the Automatic Handling of Small Parts

Award Number:7412611; Principal Investigator:Geoffrey **Boothroyd**; Co-Principal Investigator:: Organization:University of Massachusetts **Amherst**;NSF Organization:CMMI Start **Date: 07/01/1974**; Award Amount:**\$372,300.00**;

2. Fifth North American Metalworking Research Conference (Namrc-V)

Award Number:7710189; Principal Investigator:Geoffrey **Boothroyd**; Co-Principal Investigator:: Organization:University of Massachusetts **Amherst**;NSF Organization:CMMI Start **Date: 05/15/1977**; Award Amount:**\$3,000.00**;

3. Design For Manufacturability

Award Number:7710197; Principal Investigator:Geoffrey **Boothroyd**; Co-Principal Investigator:: Organization:University of Massachusetts **Amherst**;NSF Organization:CMMI Start **Date: 09/01/1977**; Award Amount:**\$396,000.00**;

4. Design For Manufacturability

Award Number:7909761; Principal Investigator:Geoffrey **Boothroyd**; Co-Principal Investigator:: Organization:University of Massachusetts **Amherst**;NSF Organization:CMMI Start **Date: 09/01/1979**; Award Amount:**\$150,000.00**;

5. Workshop on Assembly and Inspection

Award Number:8115036; Principal Investigator:Geoffrey **Boothroyd**; Co-Principal Investigator:: Organization:University of Massachusetts **Amherst**;NSF Organization:CMMI Start **Date: 05/15/1981**; Award Amount:**\$5,525.00**;

6. Economic Applications of Assembly Robots

Award Number:8111917; Principal Investigator:Geoffrey **Boothroyd**; Co-Principal Investigator:: Organization:University of Massachusetts **Amherst**;NSF Organization:CMMI Start **Date: 09/01/1981**; Award Amount:**\$361,425.00**;

7. Economic Applications of Assembly Robots

Award Number:8514024; Principal Investigator:Geoffrey **Boothroyd**; Co-Principal Investigator:Peter **Dewhurst**; Organization:University of **Rhode Island**;NSF Organization:CMMI Start **Date: 09/15/1985**; Award Amount:**\$114,300.00**;

8. Programmable Automation and Design for Manufacturing Economic Analysis

Award Number:8513930; Principal Investigator:Franklin **Snyder**; Co-Principal Investigator:Peter **Dewhurst**, Geoffrey **Boothroyd**, Phillip **Ostwald**, Jeffrey **Funk**; Organization:**Westinghouse R&D Center**;NSF Organization:CMMI Start **Date: 09/15/1986**; Award Amount:**\$488,543.00**;

9. Selection of Manufacturing Processes and Materials for Component Parts

Award Number:8908214; Principal Investigator:Geoffrey **Boothroyd**; Co-Principal Investigator:Winston **Knight**, Peter **Dewhurst**; Organization:University of **Rhode Island**;NSF Organization:CMMI Start **Date: 12/15/1989**; Award Amount:**\$279,995.00**;

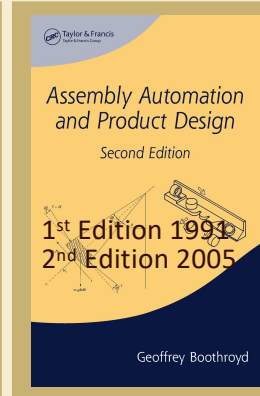
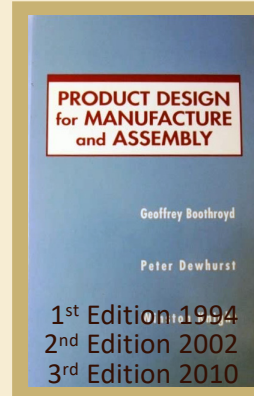
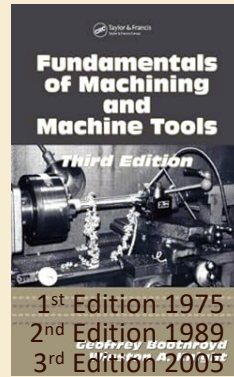
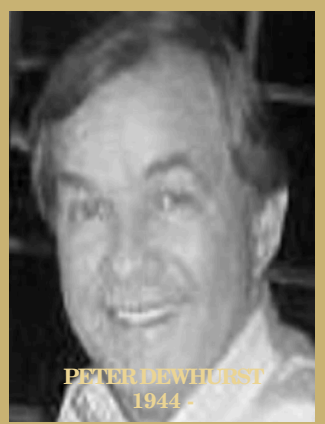
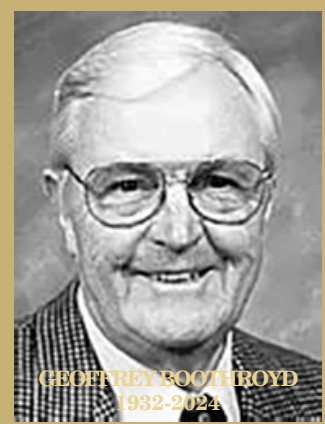
10. Design for Manufacturability and Assemblability Instructional Studio

Award Number:9051268; Principal Investigator:B. Lee **Tuttle**; Co-Principal Investigator:: Organization:**Kettering University**;NSF Organization:DUE Start **Date: 05/01/1990**; Award Amount:**\$43,740.00**;

Source: National Science Foundation, <https://www.nsf.gov/>, Award Search.

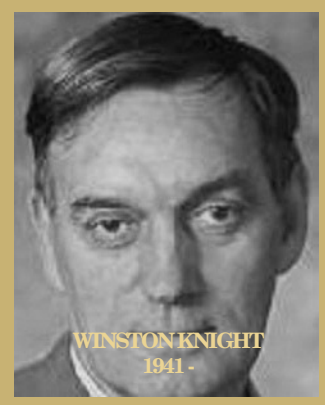
Design for Manufacturing & Assembly Across Three Industrial Revolutions

3rd Industrial Revolution - Part II: BDI Disrupts With New-To-The-World Offerings & Industry-Firsts



Industry Firsts

- Created Theoretical Minimum Part Count Now Industry Standard
- Formula for "Design Efficiency"
- First DFA Software
- First DFM Software
- Expanded DFMs Across Part Types & Processes



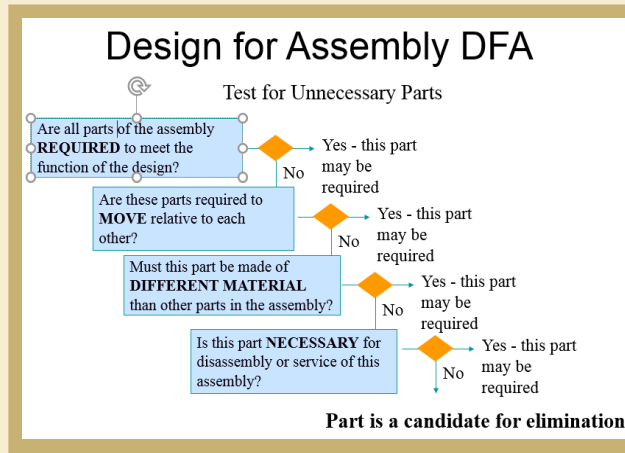
Seminal Works 1970-1981

- *Handbook w/ Poli, 1970*
- *Coding Scheme w/ Ho, 1976*

Company Forms, 1980

- *NSF Final Report, 1981*

First DFA Software, 1983
First DFM Software, 1985
National Medal of Honor, 1991
DFMA[®] Trademark, 1993
850 Corporate Users, 2020



Early Corporate Sponsors

| Initial | Additional |
|--|--------------------------------------|
| AMP Digital Equipment Navistar Xerox Motorola Loctite Dupont Chrysler Ford | Ford General Motors John Deere |

Source: Meeker, David G., BDI 30th Anniversary Conference, June 1-2, 2015.

Design for Manufacturing & Assembly Across Three Industrial Revolutions

3rd Industrial Revolution - Part II: BDI Evolves Original Data Sets To Defensible Proprietary Assets

SEMINAL WORKS

1970 - 1981

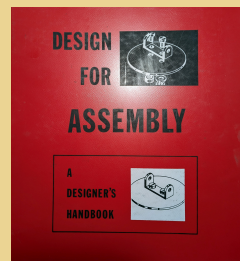
Boothroyd, G., Poli, C.R., and Murch, L.E., *Handbook of Feeding and Orienting Techniques for Small Parts*, University of Massachusetts, Amherst, MA, 1970. A

Boothroyd, G. and Ho, C., *Coding System for Small Parts for Automatic Handling*, SME Paper ADR76-13, Assembled 111. Chicago, October 1976.

Boothroyd, G and Wilson, W.R.D., *Design for Manufacturability*, NSF Final Report. University of Massachusetts, Amherst, MA, 1981.

RED BOOK

Copyright
1983



The development of portions of this handbook was carried out in collaboration with the **University of Salford Industrial Center**, England (General Manager, B.D. Richardson, Project Managers K.C. Swift and A. H Redford).

The work was mainly funded by NSF Grant APR77-10197. Additional financial support for this work has been provided by **AMP, Inc.** and **Xerox Corp.**

Finally, the authors would like to thank **Alan Redford** for his helpful comments and the following individuals and companies (in alphabetical order) for their suggestions, financial support and continued encouragement: **AMP, Inc.** (Joe Sweeney and Ed Paukovitz); **Digital Equipment Corp.** (DoM Sambuto and Fred Kuenzig); **Emhart Corp.** (Gene Chartrand); **GE Co.** (Gerry Hock); **IBM Corp.** (Morris Krakinowski and Tim Karlberg); **Philips** (Jaap Boorsma); **Siemens** (J. Huesler); **University of Salford Industrial Center** (Barry Richardson); **Westinghouse Corp.** (Tibor Csakvary); **Xerox Corp.** (Sidney Liebson).

WHITE BOOK

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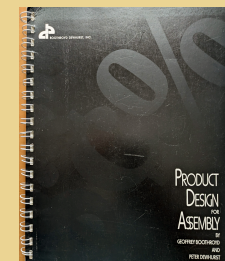
Work leading to this product design for assembly handbook, including development of databases and research in **automatic and robot assembly**, was undertaken with the aid of grants from the National Science Foundation and from industry.

Original studies of the design for high-speed automatic assembly classification systems were carried out with the close collaboration of Dr. **Alan Redford** of the **University of Salford, England**.

We wish to thank all of those graduate students who have participated in our design for assembly research programs. We would also like to express our gratitude to the **NSF** and the following companies who provided grants to support the research. **AMP, Inc.**, **Digital Equipment Corp.**, **Ford Motor Company**, **General Electric Company**, **Gillette Company**, **IBM Corporation**, **Westinghouse Electric Corporation**, and **Xerox Corporation**. Finally, our appreciation is due to the numerous companies and individuals who have provided encouragement during the past 10 years. - G. Boothroyd and P. Dewhurst, Wakefield, RI, November 1989

BLACK BOOK

Copyright
1983, 1987, 1989



Source: The original works were accessed using Journalistic Reporter's Privilege. Images are of the original published works of Boothroyd-Dewhurst, Inc. Selected text is accurately excerpted as written from the inside front pages of the original published works.

Design for Manufacturing & Assembly Across Three Industrial Revolutions

3rd Industrial Revolution - Part II: BDI Protects Their Proprietary Corporate Assets

A

Boothroyd Dewhurst, Inc. v. Poli, 783 F. Supp. 670 (D. Mass. 1991)

BOOTHROYD DEWHURST, INC., Plaintiff,

v.

Corrado POLI, Defendant.

Civ. A. No. 89-1650-F.

United States District Court, D. Massachusetts.

June 12, 1991.

*671 John L. Welch, Wolf, Greenfield & Sacks, P.C., Boston, Mass., for plaintiff.

John J. Dempsey, Chapin, Neal & Dempsey, P.C., Springfield, Mass., John C. Linderman, McCormick, Paulding & Huber, Hartford, Conn., for defendant.

MEMORANDUM AND ORDER

FREEDMAN, Chief Judge.

Plaintiff Boothroyd Dewhurst, Inc. ("BDI"), a Rhode Island corporation which is the successor to a Massachusetts corporation, Boothroyd & Dewhurst, Inc. ("B & D, Inc."), brings suit against Professor Corrado Poli ("Poli"), charging in a four-count complaint that Poli's activities have violated the Copyright Act, 17 U.S.C. §§ 101 *et seq.* (count one), section 43(a) of the Lanham Act, 15 U.S.C. § 1125 (count two), the Massachusetts Consumer Protection Act, Mass.Gen.Laws ch. 93A ("chapter 93A") (count three) and constitute unfair competition under the common law of Massachusetts (count four). Defendant has filed counterclaims, alleging that plaintiff through the actions of its principals, Professor Geoffrey Boothroyd ("Boothroyd") and Professor Peter Dewhurst ("Dewhurst") has unfairly competed in trade in violation of chapter 93A, §§ 2 and 11 (count one) and Massachusetts common law (count two).

Source: Justia: <https://law.justia.com/cases/federal/district-courts/FSupp/783/670/1362309/>

Design for Manufacturing & Assembly Across Three Industrial Revolutions

3rd Industrial Revolution - Part II: BDI Successfully Fends-Off Competitors Emerging In Their Space

A Corrado Poli "Electronic Spreadsheet" & "Assembly Analysis and Linebalancing Spreadsheet"

Boothroyd Dewhurst, Inc. v. Poli, 783 F. Supp. 670 (D. Mass. 1991)

BOOTHROYD DEWHURST, INC., Plaintiff,

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MEMORANDUM AND ORDER

FREEDMAN, Chief Judge.

B. Poli's Spreadsheet and Plaintiff's Allegations of Infringement

By **1983 Poli had become a consultant for Digital Equipment Corporation ("DEC")**. Boothroyd avers that he and Dewhurst "allowed" Poli to use their copyrighted DFA Software, which was apparently being used by DEC with Boothroyd and Dewhurst's permission. Boothroyd [Declaration (Aug. 16, 1990) ("Boothroyd Decl.")] at ¶ 11. He asserts that, without their knowledge or approval, Poli then created and distributed a so-called spreadsheet derived *directly* from Boothroyd and Dewhurst's DFA Software, thereby infringing on BDI's copyright.

In **1984 B & D, Inc.** learned that Poli had also prepared a **software package for DEC entitled "Electronic Spreadsheet,"** believed by plaintiff to be based upon both the derivative 1983 Poli spreadsheet as well as plaintiff's copyrighted DFA Software and Handbook. The title page of the electronic spreadsheet actually lists Poli as one of three co-authors and indicates that DEC owns the 1984 copyright.

According to plaintiff, Boothroyd and Dewhurst relied on Dempsey's assurances until they learned that Poli had produced a **new, revised spreadsheet late in 1984, "Assembly Analysis and Linebalancing Spreadsheet" ... and an associated software version,** both of which Poli considered to be non-infringing.

Sapphire Design Systems 1st Commercial Software Competitor

Boothroyd Dewhurst, Inc. v. Poli, 783 F. Supp. 670 (D. Mass. 1991)

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Corrado POLI, Defendant.

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MEMORANDUM AND ORDER

FREEDMAN, Chief Judge.

Magistrate Judge's Report at 9-14 (most footnotes omitted).

Plaintiff's tolerance ended when its principals perceived defendant's activities as a possible commercial threat. In **1989, Richard Adler ("Adler"),** a Stanford University graduate student, contacted BDI seeking a license to use BDI's copyrighted material. Plaintiff refused Adler's request, concerned about possible misuse of its product, which had been supplied to Stanford solely for teaching purposes. Plaintiff's Opposition to Defendant's Motion for Summary Judgment, Exhibit 39 (4/12/89 letter from Dewhurst to Adler). **Shortly thereafter, plaintiff's principals read in a trade magazine that Adler's company Sapphire Design Systems, Inc. ("Sapphire"), had obtained a license to use Poli's DFA methodology.** Convinced that the material Poli was licensing to Sapphire was BDI's copyrighted material, **BDI filed this suit on July 28, 1989.**

Design for Manufacturing & Assembly Across Three Industrial Revolutions

3rd Industrial Revolution - Part II: Boothroyd-Dewhurst, Inc. DFMA® – Recognized As A National Asset!

1991 National Medal of Technology and Innovation Management



Geoffrey Boothroyd, left, with President George Bush Sr. and Peter Dewhurst

Source: Image - <https://www.dfma.com/backgrd.asp>. Award for Boothroyd - <https://nationalmedals.org/laureate/geoffrey-boothroyd/>. Award for Dewhurst - <https://nationalmedals.org/laureate/peter-dewhurst/>.

Design for Manufacturing & Assembly Across Three Industrial Revolutions

3rd Industrial Revolution - Part II: Other Notable DFA & DFM Contributors – DFA & DFM Honor Roll*

Honor Roll Actively Practicing

Alan Redford
University of Salford

Kenneth G. Swift
University of Hull

Julian D. Booker
University of Bristol

Steen Kahler & Thomas Lund
University of Denmark

Finn Fabricius
Institute for Product Development (IPU)
ListenWhy Engineering

Nicholas Dewhurst
BDI

John Breckenridge
BDI

Brian Raposa
BDI

David G. Meeker
DEC, Compaq, HP, Bose, MIT, BU,
Neoteric Product Design

Christopher Tsai
Kodak, RIT, Global Productivity, BDI

William Devenish
Motorola, NEC, Nokia, Harris, FMC, Kohler, L3Harris,
The Devenish Group

Matthew Miles
Ingersoll Rand, Amphenol, Raymond, Dynisco, Markem,
Ambri, Mission Technologies, VAVE Consulting Services

Robert A. Williams
HP, Agilent, Keysight, Nilfisk, Dry Development,
Creative Design Solutions Consultants

Jonathan E. Freckleton
RIT

Gerhard Pahl & Wolfgang Beitz
Technical University of Darmstadt

Jay P. Mortensen
Deloitte, Bethlehem Steel, Toyota, Raytheon, Mercury
Marine, Maytag, Rexnord, KPMG, LG

Michael E. Corbett
Deere, IBM, Galileo, Zymark, Invacare, PinDot, Jaior,
Corbett Engineering

Honor Roll Deceased & Retired

Alfonse Adler
University of California
Deceased

Gordon P. Lewis
Xerox, DEC, Datum 3D
Deceased

F. James McWilliams
DEC, Compaq, HP, Sun
Deceased

A.J. Overton & David Nevela
DEC, Compaq, HP
Deceased

James L. Nevins
Draper Laboratories
Deceased

Miles Parker
Parker Group
Retired

William Branam
Motorola
Retired

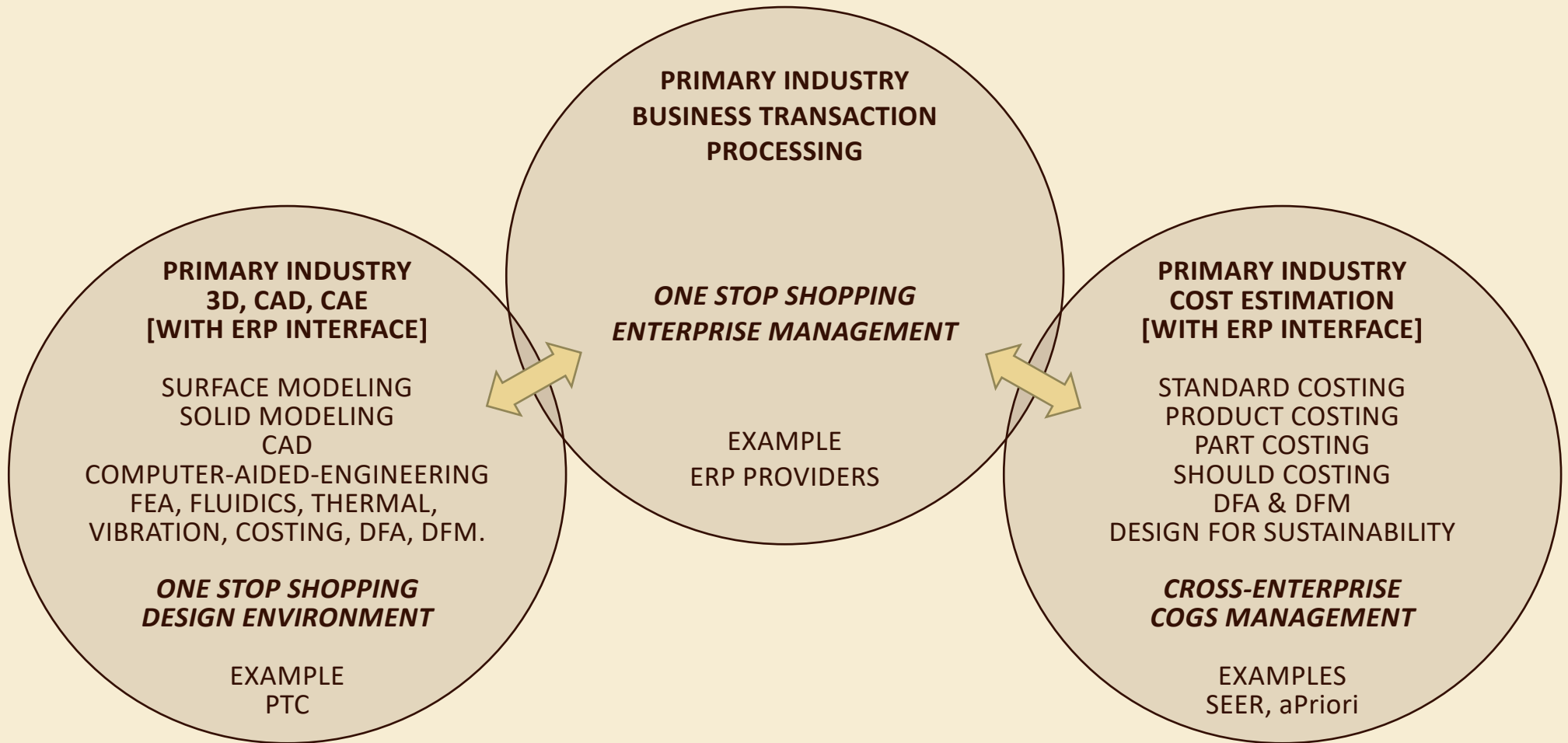
Vincent P. Render
Ford
Retired

Michael F. Carter
General Motors
Retired

* Not Mentioned Earlier In This Presentation

Design for Manufacturing & Assembly Across Three Industrial Revolutions

3rd Industrial Revolution - Part II: Other Industries Extend SW Platforms Into DFA & DFM - 2000s

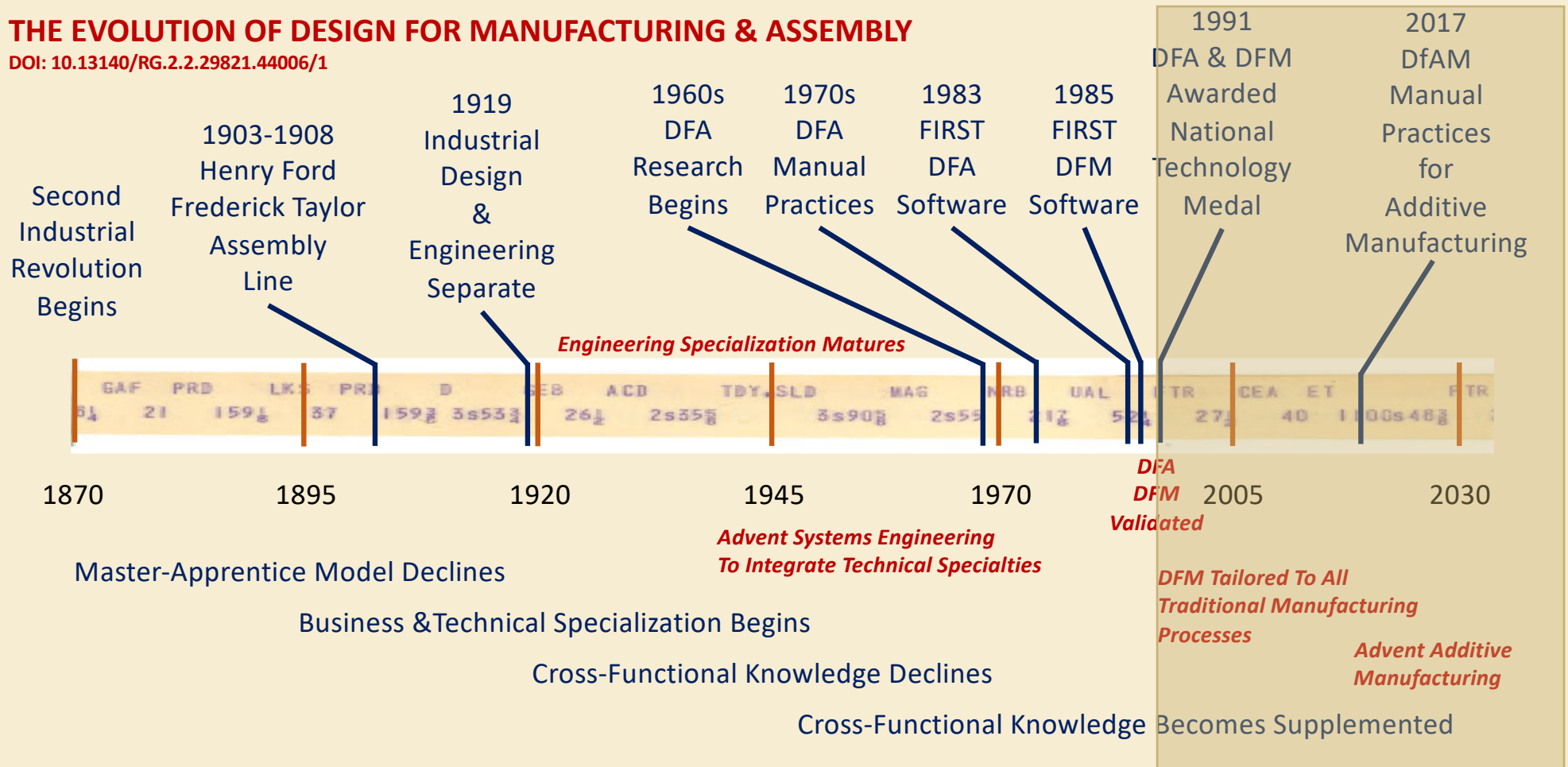


Design for Manufacturing & Assembly Across Three Industrial Revolutions

4th Industrial Revolution: The Digital Era Arrives – 4IR – Industry 4.0

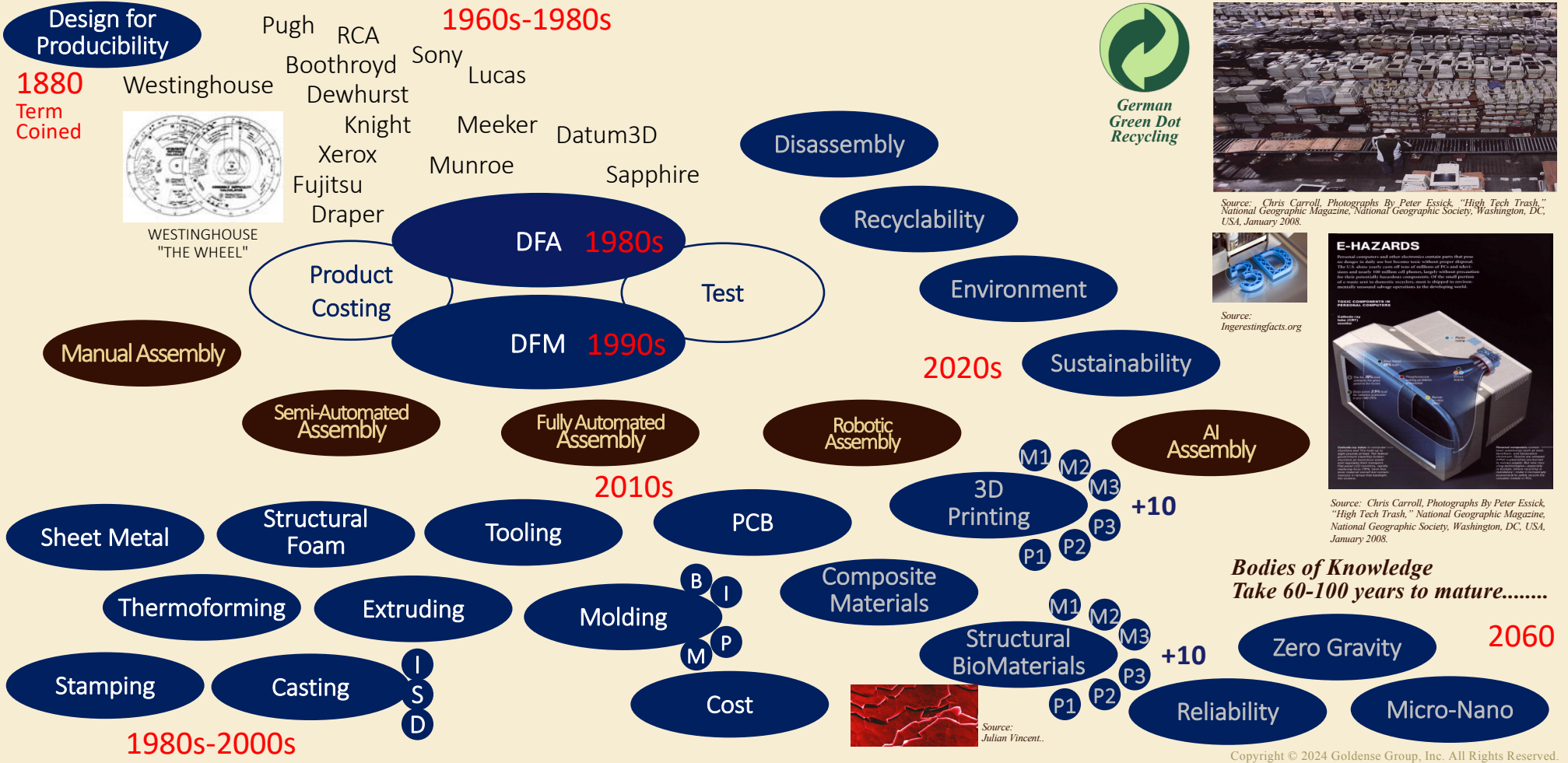
THE EVOLUTION OF DESIGN FOR MANUFACTURING & ASSEMBLY

DOI: 10.13140/RG.2.2.29821.44006/1



Design for Manufacturing & Assembly Across Three Industrial Revolutions

4th Industrial Revolution: DFA & DFM Expand To DFX – Expected Body Of Knowledge Lifecycle Growth



END

THANK YOU