Problem Situation

- Manufacturing firms increasingly need to consider the environmental performance of their products.
- Decisions made early in the product development process significantly influence a product’s environmental impact, but the required information is not used effectively.
- Improving decision-making is difficult since the nature of this information varies from firm to firm.
- There is no system-level perspective through which to understand or improve the product development organization.

Improving Product Development

- The DPS perspective is a useful and insightful approach for understanding and improving product development organizations.

Design for Environment Application

- Product development teams need to measure and use product-level environmental information instead of simply following rules and checklists.
- Corporate environmental affairs office needs product-level metrics to respond to information requests.

Results

- Identified corporate environmental objectives
- Defined relevant, feasible product-level environmental metrics.
- Based on DPS, created spreadsheet DFE tool (shown below) for product development teams.
- Now implementing and testing DFE tool at Black & Decker.

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