

Innovation and the Auto Industry

Product, Process and Work Organization

Richard Whipp and Peter Clark

St Martin's Press

New York

Contents

List of Tables	vi
List of Figures	vi
Preface	vii
1 Introduction	1
Part I	5
2 Innovation and industrial change	<u>7</u>
I Design and innovation	<u>9</u>
II Historical dimension	17
III The comparative dimension	22
IV The sector	<u>25</u>
V Enterprises	35
Part II	51
3 The Rover Company, 1896–1968	53
Introduction	53
I Founding: diversification and growth	57
II Facing exit: 1920–1932	62
III Wilks and the P series	67
IV P4 and P5: the 1950s	69
V P6: intended and unintended transformations	75
Conclusion	60
4 The SD1 project—concept and translation, 1968–1974	87
Introduction	87
I Merger	89
II Concept stage: the product, production facility, work organization	99
III Translation stage: the product, production facility, work organization	123
5 The SD1 project—commissioning and operation, 1974–1982	159
I Commissioning	159
II Operation	171
Part III	195
6 Conclusions	197
Introduction	197
I Abernathy's interpretation: elaborations	198
II History, culture and design hierarchies	203
III Design, new technology and the GM approach	207
IV Design and innovation: the total process	210
Index	217