

**Adoption of Concurrent Engineering, Organizational Practices and Product  
Development Performance\***

by

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**In memory of our late colleague,  
Dr. Lance Heiko,  
who played a critical role in the initiation of the survey study on design  
practices and concurrent engineering adoption**

Overall the results suggest that CE is emerging as a very promising approach for product development but there are also signs that question its long term viability. In particular, there is little evidence to show that CE is successful beyond the project team level and there appears to be a general lack of effective reward or incentive systems in organizations to promote the long-term success of CE.