

8th Annual Conference

## PRODUCT DEVELOPMENT AND R&D METRICS:



# QUANTIFYING INNOVATION, PORTFOLIO VALUE & RESOURCE CAPACITY

**November 3 - 6, 2003 • Chicago**

- Identify where the real economic value is in your portfolio — know what to invest in and what to cut
- Accurately estimate your resource capacity — know what resources you have and how to allocate them
- Assess the value of hard to quantify variables such as R&D investments, potential new products and technology development

### KEYNOTES

**Dr. Baruch Lev**, noted author of *INTANGIBLES: Management, Measurement, and Reporting* and Professor, Stern Business School, New York on field-proven approaches to assess R&D productivity

**Joseph B. Havrilla**, Sr. VP of New Product Development, Medrad, Inc. on using corporate scorecards to boost R&D performance and bottom line results

**Dr. Scott J. Edgett**, (just added) noted product development expert and co-author, *Portfolio Management for New Products* on key metrics for effective portfolio management

### ALL NEW CASE STUDIES

IBM, Tellabs, Merck, Dow Chemical, Texas Instruments, Motorola and more

**Early Bird Savings Until July 31th**

# PRODUCT DEVELOPMENT AND R&D METRICS: QUANTIFYING INNOVATION, PORTFOLIO VALUE & RESOURCE CAPACITY

November 3 – 6, 2003 • Chicago

## BACKGROUND

Quantifying product development efforts and tying them to company profits has never been easy; with R&D budgets under increased scrutiny and with intangible assets (such as R&D investments, intellectual capital, and technology development) being viewed as key drivers of company performance, measurement is even more difficult yet important.

That's why Management Roundtable's annual metrics conference, **Product Development and R&D Metrics: Quantifying Innovation, Portfolio Value and Resource Capacity**, to be held, November 3 – 6, 2003, in Chicago, will examine what leading companies are doing to assess the value of intangible assets and their impact on the bottom-line and corporate growth.

The program will also delve into the latest strategies, tools and processes for effective portfolio and resource management — for as companies find themselves with fewer and fewer available resources, the ability to select and prioritize projects with the greatest payback potential is critical. Likewise, having the capacity to accurately account for and readily deploy/allocate resources is the key to executing your strategic objectives.

If you're interested in hearing what leading companies are doing to measure product development effectiveness and justify ongoing R&D investments, you won't want to miss this important annual event.

By participating you will receive:

- The latest approaches, strategies, and tools to assess ROI for innovation and how to integrate intangible assets in product development efforts for increased profitability and business growth
- Best practices and case examples of how to maximize your portfolio value – how to select and prioritize projects with the greatest payback potential, mitigate risk through portfolio balancing and strategically allocate resources as necessary
- Practical examples of metrics and tools for effective resource capacity planning and management – how to link strategy to resources and ensure that your critical few projects are always properly resourced

# AGENDA

## Monday, November 3, 2003

### Pre-conference Workshops

- 8:00 – 12:00 **A. Critical Chain Buffer Management: Metrics that Link Strategy to Resources**  
*Gene Kania, More Capacity*
- B. Implementing a NPD Metrics Program: A Practical Guide to Metrics Success**  
*Wayne Mackey, Product Development Consulting, Inc.*
- 12:00 – 1:00 Lunch
- 1:00 – 5:00 **C. Metrics for Managing and Measuring Advanced Development Projects**  
*Dr. Eliezer Geisler, Illinois Institute of Technology*
- D. Developing and Cascading the Balanced Scorecard**  
*Bill Hendricks, Orion Development Group*

## Tuesday, November 4, 2003

### Conference Day One

- 8:00 Registration
- 8:00 Opening Remarks, Management Roundtable
- 8:00 – 9:15 **I. Measuring Return on Innovation**  
**Keynote: Field Proven Approaches for Assessing R&D Productivity**  
*Dr. Baruch Lev, Stern School of Business, New York University*
- 9:15 – 10:15 **Integration of Intangibles into Product Development**  
*Kathy L. Hofius, Dow Chemical*
- 10:15 – 10:30 Refreshment Break
- 10:30 – 12:00 **Expert Clinics**
- A. Metrics for Managing Technology Development**  
*Dr. Eliezer Geisler, Illinois Institute of Technology*
- B. Proactive and Predictive Measurements**  
*Bradford L. Goldense, Goldense Group Inc.*
- C. Effectively Deploying the Balanced Scorecard**  
*Bill Hendricks, Orion Development Group*
- D. Metrics for Assessing Risk in NPD**  
*Guy M. Merritt, Tellabs*

- 10:30 – 12:00 **Interactive Exercise: Defining Metrics for Resource Capacity Management**  
*Wayne Mackey, Product Development Consulting, Inc.*
- 12:00 – 1:00 Lunch
- 1:00 – 2:00 **Case Study: IBM**
- 2:00 – 3:00 **II. Determining Portfolio Value**  
**Case Study: Using the Right Metrics to Align Product Investments and Return**  
*Guy M. Merritt, Tellabs*
- 3:00 – 4:30 **Expert Clinics/Interactive Exercise**
- 4:30 – 5:45 **Keynote: Key Metrics for Effective Portfolio Management**  
*Dr. Scott J. Edgett, Product Development Institute*
- 5:45 – 7:00 Networking Reception

## Wednesday, November 5, 2003

### Conference Day Two

- 8:00 – 9:15 **Keynote: Waterfalling Corporate Objectives to Turbocharge R&D and Increase Bottom Line Results**  
*Joseph B. Havrilla, Sr. VP New Product Development, Medrad, Inc.*
- 9:15 – 10:15 **Case Study: TBA**
- 10:15 – 10:30 Refreshment Break
- 10:30 – 11:30 **III. Effective Resource Capacity Management**  
**Case Study: Project Metrics Dashboard: Balancing Scope, Schedule and Resources**  
*Russ Strobel, Motorola*
- 11:30 – 12:30 **Case Study: Using Metrics to Manage the Product Portfolio**  
*Michael J. Ferrante, Merck Research Labs*
- 12:30 – 1:30 Lunch
- 1:30 – 2:30 **Case Study: Improving NPD Execution — Resource Capacity Versus Demand**  
*C. Emery Powell, Texas Instruments*
- 2:30 – 2:45 Conference Wrap-Up

## Thursday, November 6, 2003

### Post Conference Workshop

- 8:00 – 5:00 **Product Development Metrics Portfolios**  
*Bradford L. Goldense, Goldense Group Inc.*

# PRE-CONFERENCE WORKSHOPS

Monday, November 3, 2003

Morning Workshops 8:00 – 12:00

## **A** Critical Chain Buffer Management: Metrics that Link Strategy to Resources *Gene Kania, More Capacity*

Critical Chain Buffer Management (CCBM) is a resource based project management methodology based on the Theory of Constraints (TOC). CCBM is the only method available today that, by design, links strategy to resources. Measurements drive behaviors and CCBM measurements drive the behaviors that allow organizations to execute their portfolio of projects faster and more effectively than their competition.

Key Learnings:

- Learn the two-dimensional constraint environment that most NPD organizations face and how CCBM uncouples them.
- Understand how today's local measurements drive the wrong behaviors because they are not linked to the global strategy.
- Learn how CCBM uniquely enables effective task-level prioritization to ensure project teams are always aligned with the strategy of the business.
- Learn how other CCBM measurements help companies identify their constraints and establish continuous improvement efforts that directly impact the bottom-line.



Since 1997, **Eugene Kania** has been pioneering the use of Critical Chain Buffer Management (CCBM) in New Product Development (NPD). His clients include major corporations in the semiconductor, pharmaceutical and transportation industries as well as smaller suppliers to those industries. He has spent his entire career in product development in many roles from engineering to business unit management.

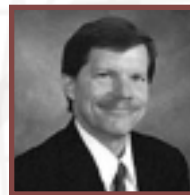
## **B** Implementing a NPD Metrics Program: A Practical Guide to Rapid Metrics Success *Wayne Mackey, Product Development Consulting, Inc.*

The best metrics won't help you or your company unless you can get both management and working levels involved and paying attention to them. This highly interactive workshop will demonstrate a proven, practical approach to achieve three key enablers of successful metrics.

- 1) **Alignment** to business strategies and upper level goals are critical to gaining management buy-in.
- 2) **Ownership** at the performing level is best achieved when the responsible individual(s) generates the metrics themselves using a simple, repeatable process based on clear goals.
- 3) **Simplicity** — systematically reaching the "critical few metrics" for your organization.

Key Learnings:

- Metrics tree tool to achieve buy-in
- Metrics generation checklist for ownership
- Critical few criteria to reduce the number of metrics
- Feasibility & effectiveness approach to reduce metrics complexity



**Wayne Mackey's** expertise is grounded in over 20 years of hands-on management of large engineering, manufacturing and procurement organizations. Mr. Mackey has been a principal with Product Development Consulting, Inc. since 1997. Prior to joining PDC, he worked in automotive, aerospace and high-tech industries for over 20 years.

### **C** Metrics for Managing and Measuring Advanced Development Projects *Dr. Eliezer Geisler, Stuart School of Business, Illinois Institute of Technology*

This workshop will examine the issues inherent in measuring new product development projects and the available metrics to assess technology and innovation. The workshop will also focus on value from technology and how to measure it. What works and does not work in deriving value from technology, and which metrics are more suitable to specific tasks in such evaluation efforts.

#### Key Learnings:

- How to define metrics and what are the key categories of metrics of technology and new products
- The advantages and disadvantages of using specific metrics for specified tasks in evaluation of technology and new product development
- How to measure value derived from technology — what works and does not work in quantifying technology
- Lessons learned from the experience of companies in manufacturing, healthcare, and telecommunications



*Dr. Eliezer Geisler is Professor and Associate Dean for Research at the Stuart Graduate School of Business, Illinois Institute of Technology. He holds a doctorate from the Kellogg School at Northwestern University. Dr. Geisler is the author of about 90 papers in the areas of technology and innovation management, the evaluation of R&D, science and technology, and the management of medical technology. He is the author of 8 books, including: *The Metrics of Science and Technology* (2000), and *Creating Value with Science and Technology* (2001).*

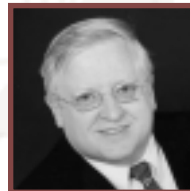
### **D** Developing and Cascading the Balanced Scorecard: How to Measure What Really Matters *Bill Hendricks, Orion Development Group*

Are your people spending time on the right issues? Are they sitting in the right meetings? Have you closed the gap between desired outcomes and day-to-day activities?

Unfortunately, the things most companies measure don't determine long-term success and the things employees do measure have only a vague connection to strategic expectations. This workshop presents a four-step model helping participants get maximum results from their balanced scorecard.

#### Key Learnings:

- Learn the critical difference between a report card, and a scorecard
- 4 critical documents that link strategy and activities. (Strategic Blueprint, Strategy Map, Scorecard Template, Deployment Template)
- How to replace ineffective thinking with a strategy that really drives your business
- How to develop accountability across your organization
- When and how often to review the requirements that make your metrics trickle



*Bill Hendricks, Senior Consultant, Orion Development Group has over 20 years of training and development experience. Bill has authored 6 business books and is highly regarded for his work in conflict management and performance improvement. He provides instruction and subject matter expertise in the executive development programs at Colorado State, Michigan State, the University of Florida, University of Texas, Pepperdine, Rutgers and George Mason University.*

# THE PROGRAM

Tuesday – Wednesday, November 4 – 5, 2003

## KEYNOTE — TUESDAY

### Field-proven Approaches for Assessing R&D Productivity *Dr. Baruch Lev, Professor, New York University, Stern School of Business*

Research and development (R&D) operations are the most promising, and at the same time the riskiest of corporate activities. Therefore, it is not surprising that investors generally view R&D with suspicion and managers often reject promising R&D projects.

The key to adequate funding of R&D activities and maintaining favorable investors' perceptions of corporate innovations is the capacity to quantify the quality of the firm's technological capabilities and the prospects of its R&D projects. This, of course, is not an exact science, but in my presentation I will discuss various field-proven approaches for the assessment of R&D prospects, and the effective communication of these assessments to outsiders (managers, investors). Prominent among these approaches are the estimation of the return on R&D (ROI of R&D), the assessment of technological capabilities from patents and royalties, and the development of an innovation scorecard.



*Baruch Lev is published in publications such as the Wall Street Journal, Business Week, Fortune and more, he is the Philip Bardes Professor of Accounting and Finance at New York University, Stern School of Business, the Director of the Vincent C. Ross Institute for Accounting Research and the Project for*

*Research on Intangibles. His research spans three books and about 75 research studies published in leading accounting and economic journals. This research concerns the optimal use of information in investment decisions; business valuation issues; corporate governance; and intangible investments (intellectual capital). In particular, the measurement, valuation and reporting issues concerning intangible investments.*

*"Great speaker — very relevant — topics change how I will view and value intangibles."*

*—Peter Oleske, Armstrong World Industries*

*"Excellent content – able presentation. Clearly well researched and composed. Exquisitely profound in simplicity."*

*—Dubravka Opuhac, Bayer Diagnostics*

## KEYNOTE — WEDNESDAY

### Waterfalling Corporate Objectives to Turbo Charge R&D Performance & Increase Bottom Line Results *Joseph B. Havrilla, Sr. Vice President, New Product Development, Medrad, Inc.*

Companies are most effective when the mission, strategies, budgets, objectives and incentive systems are linked and aligned. At Medrad, Inc., a metrics based Corporate Scorecard linked back to the company's mission and philosophy drives the annual corporate objectives and variable reward systems. This grounds the annual objectives with the company's culture and drives organizational alignment.

Mr. Havrilla will discuss Medrad's successful deployment of its Corporate Scorecard and its use of an integrated Corporate Priority List to waterfall annual operational initiatives. This process enables the entire organization to focus on the critical few and allocate limited resources to projects that lead to bottom line growth and initiatives that drive organizational improvement.

By attending this session, you will learn:

- how to deploy a corporate scorecard and remove organizational barriers to buy-in
- strategies to effectively cascade corporate objectives throughout your organization
- how to ensure that scarce resources are focused on projects aligned with strategic objectives and have the greatest potential for payback



*Joe Havrilla directs Medrad's product research and development activities, manages the company's intellectual property portfolio. He joined Medrad in 1983 as a Sr. Research Engineer. Today he manages a staff of over 100 engineers and scientists, and personally holds 12 medical device patents. Prior to joining Medrad, Joe*

*held technical and engineering management positions at Xerox, Inc., Rockwell International, Inc., and Recognition Equipment Corporation. He has an MBA in Product Development and Operations Management, Southern Methodist University and a BS in Electrical Engineering, Carnegie-Mellon University.*

# CASE STUDIES

The conference is organized in three major topic areas — **Measuring Return on Innovation, Determining Portfolio Value and Managing Resource Capacity**. There will be 2 – 3 case studies within each topic segment given by leading industry practitioners. A final wrap-up by the conference moderator will summarize the key learnings in each topic area.

## I. Measuring Return on Innovation

### Integration of Intangibles into Product Development

**Kathy L. Hofius, Global Growth Process Leader, Dow Chemical**

New Product Development processes have improved the ability of corporations to document, communicate and complete the requirements for product development in a consistent manner. Yet, in spite of this, companies are still challenged to improve the utilization of all their assets (including intangibles) into their product development efforts. Intangibles, such as intellectual assets, employees' know-how and R & D are important to new product development, yet often challenging to access and leverage. This presentation will focus on how Dow has addressed this challenge and how integration of intangibles into their product development efforts has resulted in improved offerings and new product development successes.

## II. Determining Portfolio Value

### Using the Right Metrics to Align Product Investments and Return

**Guy M. Merritt, Group Program Manager, Tellabs**

Many of us in the high tech industry have been weathering a downturn unlike anything before and have been forced to take a hard look at how we do business: externally and internally. In today's business climate, all operations are scrutinized for efficiencies which typically translates into cost reductions. All too often at these times companies believe that process and metrics programs should be shelved to their own detriment. Instead, companies should re-examine if

they were investing in the right processes and metrics to effectively run the business. This presentation will focus on how to define a set of metrics to help maintain a view of where your money is being invested, where your customers are spending their money and the expected return on your investment.

## III. Managing Resource Capacity

### Project Metrics Dashboard —Balancing Scope, Schedule and Resources

**Russ Strobel, Director of Project Management, Commercial, Government and Industrial Sector, Motorola, Inc**

The primary role of a project manager is communications with all project stakeholders, including team members and project sponsors. Motorola has developed a project metrics dashboard as part of their M-Gate system and product development process. This standardized dashboard is used at Division, Group and Sector project reviews. It depicts schedule variance, scope control, resource variance and earned value tracking. The dashboard serves as a standardized project management tool ready to effectively communicate project health and schedule, scope and resource adherence to plan, as well as imposing our standard project development methodology.

Key learnings:

- understanding the value of a common product development system in your operation
- how you can develop and use standard project metrics to insure your projects are in control and on time, with specified scope using the resources assigned at the start of the project

## Using Metrics to Manage the Product Portfolio

**Michael J. Ferrante, Associate Director, Capacity Planning & Management Global Operations, Merck Research Labs**

This presentation will examine Merck's approach to resource management and capacity planning. The following topics will be explored:

- Critical steps to building portfolio resource management capability
- How to link metrics to the business process
- Strategies and tools to harvest the project data to support portfolio management
- Overcoming organizational challenges to implementing a portfolio resource management process

## Improving NPD Execution — Resource Capacity Versus Demand

**C. Emery Powell, NPD Manager, Texas Instruments**

A primary cause of time to market delays for new product development (NPD) is inadequate management of resource capacity versus demand. Marketing and sales are driven by the desire to capture every new product opportunity they find and management is driven by the desire to increase NPD throughput. The typical response to these needs is to rapidly feed new product opportunities into the pipeline. Yet, exceeding throughput capacity all too often leads to a clogged pipeline.

So how can we manage NPD capacity 3, 6, or 12 months in the future? How can we know what the critical path demand is for a particular type of resource in advance when NPD is such a high variability environment? How can we measure and assess the impact of the resource demand and our capacity constraints on execution success. Enterprise and portfolio level tools that can provide this management capability are now available for NPD. This presentation will present the results of a recent pilot deployment of one of these tools in a TI business and discuss the gains achieved.

To give you more interactive, experiential time with metrics experts and other conference participants struggling with similar metrics issues, we are offering expert clinics once again in this year's program. The expert clinics will examine specific metrics challenges and will provide you with tools, resources and effective strategies to take back to your organization and adapt for your own specific metrics initiatives.

The clinics will be **limited to 15** participants to allow for maximum participation. Each clinic will be offered twice on **Tuesday, November 4th from 10:30 a.m. to Noon and 3:00 p.m. – 4:30 p.m.** The expert clinics will be held concurrently with the plenary session.

Here's how participants at last year's program viewed the expert clinics:

*"Top rated activity of this conference — outstanding information and value"*

*"Very good session — focused — got important detailed information"*

*"Add more expert clinics — best sessions"*

## CLINIC I METRICS FOR MANAGING TECHNOLOGY DEVELOPMENT

**Metrics Expert: Dr. Eliezer Geisler, Illinois Institute of Technology**

Does your organization lack a process for managing and measuring advanced development projects? How do you know when to invest in new technology and how do you justify the investment? This clinic will examine common problems that organizations run into as they try to assess the value of new technology and its potential impact on bottom-line growth. Dr. Geisler will introduce the topic of metrics for technology development and provide existing metrics and approaches from the current arsenal of measurements for technology development as potential solutions for attendee issues.



## **CLINIC II** **PROACTIVE AND PREDICTIVE** **MEASUREMENTS**

**Metrics Expert: Bradford L. Goldense, Goldense Group, Inc.**

Key parameters of a product's ultimate business performance continue to become solidified earlier and earlier in the development cycle. This two-decade industry trend is actually accelerating. A corporation's ability to master the art of identifying leading indicators, some of which are company-specific, is therefore increasing in importance. Proactive measures help to assure that the best R&D investments will be selected. Predictive measures help to assure that these best investments stay on track. Learn to identify them. Learn to define them to scale across a corporation.

## **CLINIC III** **ANSWERS TO QUESTIONS YOU WISHED** **YOU'D ASKED BEFORE YOU LAUNCHED** **YOUR BALANCED SCORECARD**

**Metrics Expert: Bill Hendricks, Orion Development Group**

Using case scenarios, interactive reflections and a structured Question & Answer process, this interactive session allows participants to discuss the barriers and constraints they've experienced with their scorecard. We will answer questions like:

- How do you get buy-in?
- What do I do about resistance to change?
- Are there red flags or pitfalls I should be aware of?
- How do I get started now that I've lost momentum?
- Where do programs like Six Sigma and CRM fit with the Balanced Scorecard?

No question is out of bounds.

## **CLINIC IV** **METRICS FOR ASSESSING RISK**

**Metrics Expert: Guy M. Merritt, Tellabs**

Have you ever heard this statement while trying to make a big decision, "This sure is risky!" What does that mean? What is the difference between something being risky or simply hard to do? Face it, every decision you make will have risks associated with it. How do you know which of those to manage? Even if you know which risks to manage, how can you tell if you are being successful in reducing the likelihood of occurrence?

The purpose of this expert clinic will be to help answer those questions. The solutions will come from using a set of quantified measures to decide which risks to manage then another set to determine if we are being successful in mitigation. We will first define the standard risk model and then we will develop a set of measures to assess the risk of our decisions.

## **OFFERED CONCURRENTLY** **WITH THE EXPERT CLINICS —** **PLENARY SESSION**

Tuesday, November 4, 2003

10:30 – Noon and 3:00 p.m. – 4:30 p.m.

## **INTERACTIVE EXERCISE** **DEFINING METRICS FOR RESOURCE** **CAPACITY MANAGEMENT**

**Wayne Mackey, Product Development Consulting, Inc.**

You've got metrics in place for many aspects of your business, but some key business factors seem to defy measurement. This work session will take you step-by-step through setting good metrics around resource capacity management. Participants will engage in an actual build of a 'metrics tree' starting from an organization level goal and continuing through project level metrics. At each level, participants will apply their collective experience and follow a simple set of guidelines to uncover the critical few metrics and weed out those with less impact. The output of the work session will be a basic set of goals and metrics for resource capacity management.

# KEY BENEFITS

By participating in this conference, you will learn:

- How to quantify the quality of your company's technological capabilities and the prospects of your R&D efforts
- How to effectively deploy a corporate scorecard and remove barriers to organizational buy-in
- How to determine the right number and mix of projects and stay focused on those with the greatest profit potential
- How to access and leverage intangible assets in product development
- How to successfully build alignment, ownership and simplicity in your metrics initiatives
- Strategies to successfully cascade corporate objectives throughout your organization
- How to measure and assess the impact of the resource demand and capacity constraints on NPD execution success
- How to determine if your company invests in the right processes and metrics to effectively run the business
- How to create and implement a metrics project dashboard — a standardized project tool that communicates project health, schedule, scope and resource adherence to plan
- Strategies to use metrics to intelligently allocate scarce resources
- How to align product portfolio and technology development strategies
- About metrics for portfolio analysis – how to set priorities, determine payback and predict future value

## WHO SHOULD ATTEND

Vice Presidents and Directors of:

- R&D
- Engineering
- Product Development
- Quality
- Functional Managers
- Senior Program Managers

## ABOUT MANAGEMENT ROUNDTABLE

The Management Roundtable is the leading knowledge and networking resource for product developers. Practitioner-oriented and unbiased, our focus is on providing actionable information about new innovations, processes, tools, and technologies that enable faster time to market, increased profitability, and overall competitive advantage.

Founded in 1980, Management Roundtable publishes the PEER-award-winning Product Development Best Practices Report, offers an online database of PD Best Practices, hosts a variety of specialized conferences and workshops, and conducts customized research, onsite training and expert referrals.

*"A very good opportunity to see the problems I face viewed from multiple perspectives and assessed using various solution sets. A thought provoking experience which when combined with the strong networking opportunity will drive meaningful, continuing refinement to our process."*

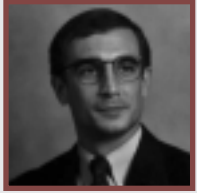
—Ed Laben, Harley-Davidson

*"Management Roundtable planned and executed a tremendous conference, covering the breadth of topics with excellent speakers and lot of valuable information and contacts."*

—James Snyder, Medtronic, Inc.

# POST CONFERENCE WORKSHOP

Thursday,  
November 6, 2003



**Product  
Development  
Metrics  
Portfolios  
Instructor:**

**Bradford L. Goldense,  
President, Goldense Group, Inc.**

This highly interactive workshop will take you through a step-by-step process of developing a critical set of R&D/Product Development metrics for your organization. You will identify key measures to assess: Overall/Corporate R&D Performance, Project Performance, Functional Performance and Improvement Initiative Performance. To get you started, Mr. Goldense will provide current survey data to describe the measures most frequently used by industry as well as the sizes/ranges of sets of metrics used to monitor and guide performance.

Workshop Deliverables:

- You will learn how to select metrics that can measure both a specific performance and can be synthesized to measure overall performance
- You will be able to identify 3 – 10 value added metrics for each of the 4 key performance areas outlined above; from these metrics, you will determine which 6 – 10 metrics will comprise your “top level” set of metrics for R&D and/or Product Development
- Strategies for implementing metrics systems: advantages/disadvantages

## REGISTRATION

### DATES

Product Development and R&D Metrics will be held November 4– 6, 2003. Registration and continental breakfast begin at 7:00 am November 3, 2003 and will adjourn at 3:00 pm on November 5, 2003. Optional pre- and post-conference workshops are offered on Monday, November 3rd and Thursday, November 6th from 8:00 am – 5:00 pm. Registration and breakfast begin at 7:00 am.

### LOCATION & HOTEL ACCOMMODATIONS

The conference will be held at the Westin Chicago River North, 320 North Dearborn, Chicago, Illinois, 60610. Please call 1-800-937-8461 or 312-744-1900 directly for room reservations. Please mention Management Roundtable to receive a special conference rate of \$199.00 (rate guaranteed only through October 12, 2003 on a space- available basis).

## PROGRAM FEES

	Before 7/31	After 7/31
2 day conference only	\$1395	\$1595
2 day conference + 1 half-day workshop	\$1795	\$1995
2 day conference + 2 half-day workshops	\$2195	\$2385
2 day conference + 1 half-day workshop + Full-Day Post-Conference Workshop	\$2595	\$2795
*2 day conference + 2 half-day workshops + Full-Day Post-Conference Workshop	\$2995	\$3195
1 half-day workshop (stand-alone)	\$650	\$650
2 half-day workshops (stand-alone)	\$1300	\$1300
1 Full-Day Post-Conference Workshop (stand-alone)	\$1300	\$1300

\* **BEST VALUE – SAVE \$500**

### EARLY BIRD DISCOUNT

**Register by July 31th and save \$200**

### TEAM DISCOUNTS

Groups of 3 or more may deduct \$100 per person on the 2-day conference. Groups of 6 - 10 may deduct 15% from the total, groups of 11 or more may deduct 20%. Fee includes materials, luncheons, receptions, continental breakfasts and refreshment breaks.

### NO-RISK GUARANTEE

Your satisfaction is 100% guaranteed – money-back or credit.

### CONTINUING EDUCATION UNITS

PMI Re-certification:

2 day conference	16 PDU's
2 day conference/pre-conference workshops	23 PDU's
2 day conference with pre- and post -conference workshops	29 PDU's

### CONFERENCE ATTIRE

Business casual

# PRODUCT DEVELOPMENT AND R&D METRICS:



# QUANTIFYING INNOVATION, PORTFOLIO VALUE & RESOURCE CAPACITY

November 3 - 6, 2003 • Chicago

## Four Ways to Register:

**Phone:** 1-800-338-2223 or 781/891-8080  
(weekdays - 9:00am - 5:30pm EST)

**Fax:** 781/398-1889

**Internet:** info@roundtable.com or  
www.ManagementRoundtable.com

**Mail:** Management Roundtable  
92 Crescent Street,  
Waltham MA 02453

CODE: web download

Please accept the following registration(s): *(please use photocopies for additional people)*

- Conference (11/4 - 11/5)
- Pre-Conference Workshops (11/3):
  - Morning Sessions:
    - A)** Critical Chain Buffer Management **OR**
    - B)** Implementing a NPD Metrics Program
  - Afternoon Sessions:
    - C)** Metrics for Measuring and Managing Advanced Development Projects **OR**
    - D)** Developing and Cascading the Balanced Scorecard
- Post Conference Workshop (11/6)

Payment Information - (Amount \$ \_\_\_\_\_ )

Check enclosed, payable in US funds to Management Roundtable, Inc.

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