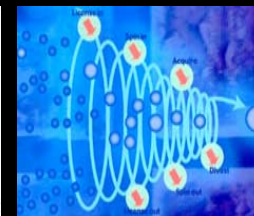
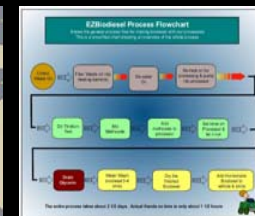




PRODUCT DEVELOPMENT IMPACT 2008



April 7-9, 2008 / Scottsdale, AZ

Achieving Product Development **IMPACT**

Alex Cooper

President

Management Roundtable



92 Crescent Street | Waltham, MA 02453 USA | Tel: 781-891-8080 | Fax: 781-398-1889

www.ManagementRoundtable.com

About Management Roundtable

- **Leaders in Product Development Education**
 - *founded in 1980 as a technical newsletter publisher*
- **Leading provider of Information Sharing Forums for product developers:**
 - Conferences
 - Workshops
 - AudioSessions
 - Publications
 - **FastTrack**

The information in this presentation comes from over 25 years experience examining product development activities at numerous companies

Introduction:

Generally speaking...

- Almost all companies are facing the ***same challenges*** in product development
- Almost all companies will have a different prescription for how to address them
- There are a multitude of methods to “skin the cat” – no one size fits all
- But the basic fundamentals remain the same
- ***Chance will favor the well prepared, informed and educated***

Introduction:

The Big Picture Problems of Product Development *Are these your biggest issues?*

- More and more new products and more product SKUs, but fewer ***breakthrough*** products
- More ***global*** competition as well as ***new market opportunities***
- ***New technologies*** and business models shifting the nature of competition, core competencies becoming less unique
- Over-extended internal resources, difficulty finding and trusting ***external resources***
- ***Resistant and skeptical*** development functions

Introduction:

The Big Picture Problems of Product Development *Are these your biggest issues?*

- Competing corporate priorities with no clear choices, often resulting in ***weak product portfolios***
- Integrating and aligning processes with ***merged and acquired companies***
- More informed, demanding and ***fickle customers***
- Shifting and inconsistent ***regulatory requirements***
- ***Failed partnerships*** that don't achieve the anticipated win-win
- Unknown or misunderstood ***Intellectual Property Value***



Looking for answers to these questions?

- How can we get better return on R&D investments?
- How can we create a long-term strategic direction that the whole company will support?
- How can we better match our product portfolio to market needs?
- How can we streamline the idea to launch process?
- How can we work *with* our gated process instead of *against* it?
- How can we leverage external technologies and partnerships rather than reinvent the wheel?
- How can we measure all of this? What are the key metrics?



Introduction:

Three Macro Trends We've Identified

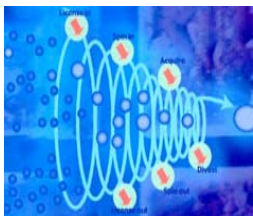
Where companies are finding leverage today...



- **Strategic Roadmapping** – (strategic planning to bridge market needs and technology)



- **Streamlining Processes** – (rethinking “gated” processes, lean product development, flexibility, agility, combining and customizing established methods and tools)



- **Open Innovation** – (using structured partnership management to look outside for technology and solutions to create larger growth opportunities)

What's the IMPACT?

Strategic Roadmapping



What it can accomplish:

- Maps your future
- Anticipates Key Decision Points
- Focuses resources appropriately
- Communicates the vision and aligns development teams

But...

Roadmapping – *The Challenges*



But there are common pitfalls:

- Getting started – initially, more questions are apparent than answers
- Organizational, cultural resistance to change
- Negative reactions to the articulation of gaps in current technology and project efforts
- Identification and inclusion of all the appropriate people and perspectives in the roadmapping process
- Discipline to map technologies to needs, rather than mapping needs to technologies
- Conflict and confusion between strategic, longer-term development plans and operational, shorter-term investments
- Resource limitations (real and perceived)

Roadmapping – *The Challenges* – Part 2

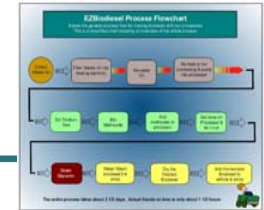


But there are common pitfalls:

- Difficulty measuring, demonstrating roadmapping ROI
- Lack of consensus on definition and structure of roadmapping
- Translation between the language of the market and the language of technology
- Ability to manage product development based on a continually-changing roadmap
- Lack of adequate roadmapping tools
- Integration of roadmapping tools with other organizational systems
- Tendency to focus on roadmapping tools over the more important goal of change in mindset
- Need to customize roadmapping processes and tools
- Maintaining the roadmapping going forward

What's the IMPACT?

Streamlining the Process

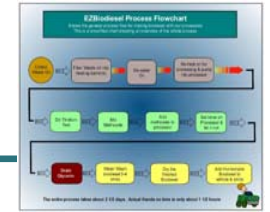


Have you....*been there, done that...*?

Some BIG questions:

- *Is there really anything NEW?*
- *What's the reality of "Lean" product development?*
- *Are Phase-Gate systems fundamentally broken? If so, what's the alternative?*
- *What metrics are people using successfully?*
- *What really works and what is a waste of time?*

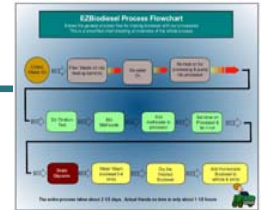
Lean Product Development?



Does your leadership just want “Lean, lean, lean across the board?”

- Many factories have accomplished lean efficiencies
- Companies want development teams to fall in line
- Lean is a different animal in engineering and project management environments
- Lean concepts are often “lost in translation”
- The promise of powerful lean techniques keeps us interested... *but who is doing the right things and doing them well?*

Are there barbarians at the gates?



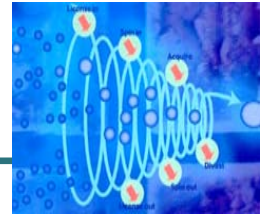
Are your gated processes....

- A necessary discipline or needless bureaucracy?
- An idea filter or stifler of innovation?
- A rules-based decision maker or incentive for teams to “game” the system?

The answer? Probably all of the above.

What's the IMPACT?

Open Innovation

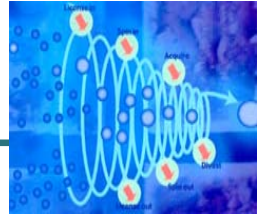


Why the trend towards external collaboration?

- Companies are realizing that they can't do it alone...
- Accelerating innovation by looking outside
 - No need to re-invent the wheel
 - Overcome “not invented here” culture
- Focusing internal resources on highest payback projects



Open Innovation Requires New Skills



- Determining what technologies/capabilities are needed
 - Driven by the **roadmapping** process
- Finding sources of technology/capability
 - Scouting methodologies and mindset
- Building a win/win deal for parties involved
- Managing an open innovation relationship
- Managing Intellectual Property

Necessary...*but not sufficient*

- ***Strategic roadmapping, streamlined processes*** and ***open innovation*** implemented in a vacuum are not enough
- The real benefit is when these concepts are linked and ingrained in the organization
- Executive leadership needs to re-inforce these practices and to make sure that they are linked.



The Final Piece of the Puzzle

- **Do *SWEAT* the *SOFT* Stuff!**
- Change management is the necessary evil that everyone ignores or procrastinates
- Good ideas still need to be ***sold*** to upper management as well as development staff
- A weak link here can break the strongest chain
- Will the people change or will you have to change the people?



These issues are complex. How can we....

- Hear the latest thinking on emerging issues?
- Separate fact from fiction?
- Acquire the latest decision-making data in industry?
- Connect with experts with direct experience?
- Network with peers and colleagues who face the same issues?
- Hear industry case studies from real people at real companies?
- Get practical advice on how to make an impact at your organization?



PD IMPACT—3 Day Conference

- Designed as a compact way for product development executives to go in-depth with the most important issues facing them today
- Focused on the three impact areas where companies are gaining the most leverage and making the most difference to their bottom lines
- Exclusive opportunity to learn from and network with the brightest people in industry and the top experts in their fields
- Extra networking and discussion time built-in to get the most out of the program
- End of conference to focus on managing organizational change, applying and integrating conference recommendations

PD IMPACT—Can 3 days cover it all?

- We've narrowed the field down to **3 major impact areas (Roadmapping, Process, Open Innovation)**
- *PD Impact* will have a dedicated learning day on each.
- Each day will bring you up to speed on the issue, its importance to you, industry benchmarks and available options for your company
- Learn about continuing resources to help you along
- Robust final segment on affecting the necessary changes in your company's unique culture

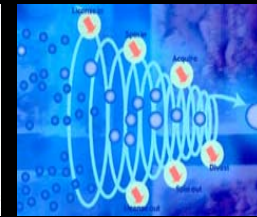
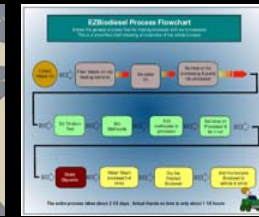


Join us in April!



**PRODUCT DEVELOPMENT
IMPACT 2008**

The
MANAGEMENT
ROUNDTABLE



April 7-9, 2008 / Scottsdale, AZ

3 Jam-packed days of learning, benchmarking and networking



**- DAY ONE -
Strategic
Roadmapping**



**- DAY TWO -
Streamlining
Processes**



**- DAY THREE -
Open
Innovation**

To check for program updates: www.ManagementRoundtable.com



**PRODUCT DEVELOPMENT
IMPACT 2008**

The
MANAGEMENT
ROUNDTABLE

Slide 21
www.ManagementRoundtable.com

About *FastTrack*

Practitioner-based Research & Knowledge Exchange

- Knowledge and research exchange branch of Management Roundtable (MRT), built on 26+ years as a leading information provider to engineering, R&D and product development professionals
- First access to new insights -- from the foremost industry practitioners and experts -- on competitive PD processes
- Non-commercial, impartial, and case-based research; emphasis on real-world application

fasttrack.roundtable.com

