

# PRODUCT DEVELOPMENT IMPACT 2008

APRIL 7 – 9, 2008  
SCOTTSDALE, ARIZONA

*A three-day, interactive forum on  
how to leverage and integrate STRATEGIC  
ROADMAPPING, STREAMLINED PROCESSES  
and OPEN INNOVATION for  
bottom-line results.*

**Featuring Keynote Presenters:**



**Dr. Michael L. Tushman**

Professor of Business Administration,  
Harvard Business School, author of  
best-seller, "Winning Through Inno-  
vation: A Practical Guide to Leading  
Organizational Renewal and Change"



**Dr. Scott J. Edgett**

CEO and Co-Founder, Product  
Development Institute and  
Stage-Gate, Inc.



**Dr. Irene J. Petrick**

Professor of Practice and Director  
Enterprise Informatics and  
Integration (EII) Center, Penn  
State University



**Dr. Gene Slowinski**

Director, Strategic Alliance  
Research, Rutgers University,  
Managing Partner, Alliance  
Management Group



**Dennis O'Donoghue**

Vice President, Flight Operations,  
Test & Validation, Boeing  
Commercial Airplanes



**Bruce Kirk**

Director, Corporate Innovation  
Effectiveness, Corning

Case studies, process improvement  
roundtables, dinner sessions  
and expert panels from leading  
companies including:

**BOEING • BOSTON SCIENTIFIC •  
MEDTRONIC • HONEYWELL •  
INTEL • HAWKER BEECHCRAFT  
• TEXAS INSTRUMENTS • MERCK  
• MEDRAD • AIR PRODUCTS •  
KENNAMETAL • INGERSOLL RAND  
• ELI LILLY • KIMBERLY-CLARK**

and many others

**Special Executive Session with Dr. Michael L. Tushman,**  
Professor of Business Administration, Harvard Business School  
and top expert on leading organizational change, on

**Aligning Strategy with Execution—  
Leadership, Execution and Change Management**

*Limited to 40 – see page 14 for details.*

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## Why this conference is important to you

**N**ew management strategies and process improvement initiatives are often hailed as the next new antidote for sluggish product development performance. But just how many of these initiatives can demonstrate a direct measurable impact on overall company performance? Do you feel confident that your company is focused on the right processes, tools and methods necessary to achieve sustained profitability, market leadership and corporate growth while maintaining tight reins on costs and resources?

To help you find out if your organization is getting sidetracked by the latest fads rather than honing in on the most effective practices, Management Roundtable is pleased to announce its newest event, **Product Development IMPACT '08** to be held *April 7 - 9, 2008 in Scottsdale, Arizona*. This groundbreaking forum will bring together renowned experts and practitioners to focus on the most effective, powerful initiatives — those with IMPACT. You'll learn how leading companies are taking a holistic approach to product development innovation by successfully implementing key processes and tools including strategic roadmapping, Stage-Gate®, portfolio management, systems dynamic modeling, lean product development, value network analysis, open innovation and more.

For many companies the issue is not whether they've selected the right processes and tools but do they have the ability to successfully integrate multiple initiatives across the enterprise and beyond to external partners. **Product Development IMPACT '08** will provide attendees with multiple avenues (presentations, process improvement roundtables, panel sessions, dinner sessions and an integration jam session) to address the challenges of integration. And for those

responsible for the development and refinement of your company's innovation process, this event offers a *special post conference executive session* with **Dr. Michael L. Tushman**, Professor of Business Administration at Harvard Business School and renowned thought leader on managing innovation and strategic change, on how to apply the disciplines of strategic execution to address the barriers to change in your organization and build a more effective innovation engine.

By attending **Product Development IMPACT '08** you will come away with guidelines, how-tos and case examples to:

- Effectively bridge strategy and planning gaps between customer needs, competitive threats and technology
- Streamline development processes, combine and customize established methods and tools — integrate your innovation strategy, portfolio management and new product development processes into one seamless process
- Build the capability to successfully leverage external technology partnerships to accelerate NPD and create larger growth opportunities
- Break down barriers to organizational change — build dynamic capabilities to respond to new market opportunities

If you can only attend one conference this year, **Product Development IMPACT '08** should be at the top of your list. This comprehensive program offers an unparalleled opportunity to find out what key practices can make a significant difference to your company's bottom line. In just three days, you'll come away with a practical, implementation plan to maximize your organization's NPD efforts.

## WHO SHOULD ATTEND

Highly recommended for C-Level Executives, Vice Presidents, Directors and Managers of Innovation, Open Innovation, Product Development, Technology Development, R&D, Strategy, Alliance Management, Supply Chain, Process Improvement, Quality, and Marketing from all industries and company sizes. Group discounts offered (*please see page 15*).

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## 23 KEY BENEFITS

*By participating, you will learn about:*

- 1** **Texas Instruments'** successful approach to jumpstart a dedicated roadmapping effort, enable it to reach a critical mass of cross-functional support, and use it as a strategic decision-making tool.
- What challenges and obstacles to expect when implementing product and technology roadmaps and how to overcome them.
- How roadmapping ties in with the rest of your planning processes (e.g. portfolio management, scenario planning, QFD, etc).
- How **Honeywell International** balances roadmap content to achieve both short-term and long term alignment objectives.
- Kimberly Clark's** use of roadmapping to connect business strategies, brand and product plans, and technology strategies to deliver business growth.
- Corning's** efforts to break down roadmapping adoption barriers and develop a process for transitioning its roadmapping activities into "the way the company does business."
- How to make roadmapping a critical component of your strategic planning process and ensure a common vision across multiple functional groups.
- Medrad's** use of strategic roadmapping to determine when to rely on collaboration versus internal development.
- How to link portfolio management to your innovation strategy and attain focused resource and pipeline management.
- Ingersoll Rand's** success at driving innovation by deploying processes and tools to understand unmet customer needs and linking them to a portfolio of potential business opportunities.
- The key differences between strategic and tactical portfolio management and how to deploy portfolio management as a governance tool.
- Kennametal's** effective deployment of a combination of consensus portfolio prioritization with project management basics and the major benefits gained.
- Boeing's** approach to real change and continuous improvement: the implementation of Systems Dynamic Modeling and Value Network Analysis.
- How leading organizations are integrating their innovation strategy, portfolio management and NPD processes into one seamless process.
- The potential value of formalized knowledge transfer and re-use of product and development processes to help alleviate multiple business problems without repeated re-invention.
- How to incorporate predictive analytics into marketing, risk management, product design and innovation portfolio management.
- Proven tools, metrics, and management techniques for successfully implementing "Open Innovation" relationships.
- Air Products'** three-pronged approach to Open Innovation: technology transfer into and out of the company; technology transfer within Air Products globally and the use of external resources to fund internal development.
- Hawker Beechcraft's** transformation from a "do it yourself" organization to an OEM partner of choice.
- Strategies for resolving cultural differences in co-development relationships.
- How to design the right model and choose the right partners to build a sustainable innovation capability.
- Key elements in building the capability to mobilize others to lead strategic change — creating the ability to sense, respond and lead disruptive change.
- How to apply the disciplines of strategic execution to address the barriers to change in your organization and build a more effective innovation engine.

# AGENDA

## DAY ONE • MONDAY, APRIL 7, 2008

### *Product & Technology Roadmapping: Setting Strategy for Long-Term IMPACT*

#### DAY ONE CONFERENCE CO-CHAIRS:

**Dr. Irene J. Petrick, Ph.D.**, Penn State University and  
**Bruce Kirk**, Corning Inc.

- 7:00 – 8:00 Continental Breakfast
- 8:00 – 8:15 Opening Remarks, Management Roundtable
- 8:15 – 9:15 **Keynote Address: Integrating People, Processes and Technologies to Create A High Impact Innovation Architecture**, Dr. Irene J. Petrick, Penn State University
- 9:15 – 10:00 **Case Presentation: Creating a Sustainable Environment for Roadmapping**, Randall Satchell, Texas Instruments
- 10:00 – 10:15 Refreshment Break
- 10:15 – 11:00 **Case Presentation: Growing Brands through Roadmapping Connections**, Dale Hershfield, Kimberly-Clark
- 11:00 – 11:45 **Case Presentation: Roadmapping Effectiveness — Gaining Alignment Across and Within Functions**, Bob Rasmussen, Honeywell International
- 11:45 – 12:45 Lunch
- 12:45 – 1:30 **Case Presentation: The Role of Roadmapping in Platform Technology Development**, Donald M. DeLauder, MEDRAD, Inc.
- 1:30 – 2:30 **Expert Panel Session: Overcoming Roadmapping Adoption Challenges**  
**Panelists:** Sarah Audet, Medtronic; Ben Almojuela, Boeing Commercial Airplanes; and Richard Traxler, Boston Scientific;  
**Moderator:** Dr. Irene J. Petrick, Penn State University
- 2:30 – 2:45 Refreshment Break
- 2:45 – 3:45 **Keynote Address: Increasing Business Value with Product & Technology Roadmapping**, Bruce Kirk, Corning Inc.
- 3:45 – 4:00 Key Learnings/Day One Wrap-Up
- 4:15 – 5:30 **Special Clinics: Roadmapping Fundamentals**, Ben Almojuela, Boeing Commercial Airplanes
- Govern Innovation to Ensure Sustainable Market Differentiation**  
Bryan Seyfarth, Solutions Marketing Director, Sopheon
- Optional Activities:** Time to Explore Scottsdale's Galleries, Museums and Shops
- 6:00 – 7:30 Networking Reception

# PRODUCT DEVELOPMENT IMPACT 2008

## DAY TWO • TUESDAY, APRIL 8, 2008

### *Proven Practices & Processes to Maximize R&D Performance*

#### DAY TWO CONFERENCE CO-CHAIRS:

**Dr. Scott J. Edgett**, Product Development Institute and Stage-Gate, Inc. and **Bernard North**, Kennametal, Inc.

- 7:00 – 8:00 Continental Breakfast
- 8:00 – 8:10 Opening Remarks, Management Roundtable
- 8:10 – 9:30 **Keynote Address: Linking Portfolio Management to Innovation Strategy**, Dr. Scott J. Edgett, Product Development Institute and Stage-Gate, Inc.
- 9:30 – 9:45 Refreshment Break
- 9:45 – 10:30 **Case Presentation: Project Portfolio Management Linkages to Stage-Gate® and other Project Disciplines**, Bernard North, Kennametal, Inc.
- 10:30 – 10:45 Refreshment Break
- 10:45 – 11:30 **Case Presentation: Linking Customer Needs to Strategic Portfolio Planning**, E. Jefferson Hynds, Ingersoll Rand
- 11:30 – 12:30 Lunch
- 12:30 – 1:15 **Case Presentation:** Christine Cioffe, Merck
- 1:15 – 2:30 **Process Improvement Roundtables**
- 2:30 – 2:45 Refreshment Break
- 2:45 – 3:45 **Keynote Address: Integrating Product Development Operations with Value Network Analysis and Systems Dynamic Modeling**, Dennis P. O'Donoghue, Boeing Commercial Airplanes
- 3:45 – 4:00 Key Learnings: Day Two Wrap-up, Bernard North, Kennametal, Inc.
- 4:15 – 5:30 **Special Clinics: Cutting the Time and Cost of Process Improvement with Software Automation**, Colin Palombo, Managing Director, Americas, Innovation Framework Technologies
- Open Innovation: Getting Started, Getting Results**
- Optional Activities:** Time to Explore Scottsdale's Galleries, Museums and Shops
- 6:30 – 8:30 **Dinner Sessions — Emerging NPD Innovation Trends**
- Instituting an Effective Knowledge Management Practice**, Dr. Veena Mahesh, INTEL
- Clean and Green Innovation**, Cheryl Perkins, InnovationEdge™
- The Role of Predictive Analytics in Innovation**, Tony Lemus, Value Creation Institute

DAY THREE • WEDNESDAY, APRIL 9, 2008

*Developing External Resources:  
A Framework for Open Innovation*

**OPEN INNOVATION SESSION CHAIR:**

**Dr. Gene Slowinski**, Rutgers University and Alliance Management Group

- 7:00 – 7:45 **Special Breakfast Session: Portfolio Decisions with External Assets: A Case Study**, Jay Andersen, Ph.D., Eli Lilly and Company
- 8:00 – 8:10 Opening Remarks, Management Roundtable
- 8:10 – 8:50 **Keynote Address: Accelerating Product Development Through Co-Development and Open Innovation: Lessons from the Leaders**, Dr. Gene Slowinski, Rutgers University and Alliance Management Group
- 8:50 – 9:30 **Cross Talk – Applying the Co-Development Framework Principles**, Dr. Gene Slowinski, Rutgers University and Alliance Management Group
- 9:30 – 10:15 **Case Presentation: Delivering a Pipeline of Continuous Innovation Through Open Innovation**, Tim Cusack, Reckitt Benckiser
- 10:15 – 10:30 Refreshment Break
- 10:30 – 11:15 **Case Presentation: Becoming the OEM Partner of Choice – A Perspective from Hawker Beechcraft**, Ed Petkus, Hawker Beechcraft
- 11:15 – 12:00 **Case Presentation: Open for Business: Air Products & Chemicals Technology**, John Tao and Vince Magnotta, Air Products
- 12:00 – 1:00 Luncheon
- 1:00 – 2:15 **Keynote Address: Explore and Exploit — The Twin Challenge of Business Leadership**, Dr. Michael L. Tushman, Harvard Business School
- 2:15 – 3:15 **Integration Jam Session: A Call to Action... Successful Integration of Roadmapping, Portfolio Management and Co-Development Practices — Challenges and Solutions**, Facilitator: Dr. Irene J. Petrick, Penn State University
- 3:15 – 3:30 Conference Wrap-Up, Dr. Irene J. Petrick, Penn State University
- 3:30 Conference Concludes
- 3:30 – 6:30 **Special Executive Session: Aligning Strategy with Execution — Leadership, Execution and Change Management**, Dr. Michael L. Tushman, Harvard Business School and Andy Binns, Dynamic Capabilities Group LLC
- 6:30 – 8:00 Executive Session Dinner with Michael Tushman (for workshop attendees only)

**EXECUTIVE SESSION** with Michael Tushman, Professor of Business Administration, Harvard Business School and Leading Expert on Managing Innovation and Strategic Change  
Wednesday 3:30pm – 6:30pm • Optional Dinner 6:30pm – 8:00pm

Limited to 40 participants, this exclusive session is specifically designed for VPs and executive leadership team members to help organizations sense and respond to new product opportunities, transition strategic leadership from dynamic conservatism to dynamic capabilities and initiate strategic change.

**DINNER SESSIONS** 

Tuesday, April 8th from 6:30pm – 8:30pm

Network with your peers and learn about cutting-edge trends in new product development by attending one of three compelling dinner session options on Knowledge Management, Green Innovation or Predictive Analytics.

**PROCESS IMPROVEMENT ROUNDTABLES** 

Tuesday, April 8th from 1:15pm – 2:30pm

Facilitated by leading industry practitioners, these roundtable discussions will give you an opportunity to exchange insights on key new product development activities, tools and approaches for improving new product development and R&D performance.

**ROADMAPPING EXPERT PANEL SESSION** 

Monday, April 7th 1:30pm – 2:30pm

Facilitated by internationally recognized roadmapping expert, Dr. Irene J. Petrick, this panel will address key strategies for overcoming common roadmapping adoption challenges and offer insights on how roadmapping can help drive and articulate strategy. Be sure to bring your specific roadmapping questions to the session!

**IN-DEPTH HOW-TO CLINICS** 

On Monday and Tuesday afternoon, take advantage of optional afternoon clinics offered on the topics of roadmapping fundamentals, integrating your strategic planning process with portfolio management and developing a network of external resources. Facilitated by leading practitioners and top experts, these clinics provide an additional opportunity for you to go further in-depth on specific topics in smaller group settings.


**INTEGRATION JAM SESSION** 

Wednesday, April 9th 2:15pm – 3:15pm

This brand new event will cover a great deal of ground in three short days — and this session aims to help you synthesize the key learnings, identify which you can potentially adapt for your company and generate an action plan for when you return to the office. Don't miss the chance to get a head start on implementation!

**COMPREHENSIVE REFERENCE MATERIALS**

Case examples, presentation slides, and charts serve as a permanent reference to share with others at your organization. A special follow-up package is sent electronically to all participants.

 indicates interactive session

# DAY ONE MONDAY, APRIL 7

## KEYNOTE ADDRESS

### Integrating People, Processes and Technologies to Create a High Impact Innovation Architecture



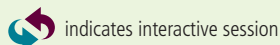
**Dr. Irene J. Petrick**, Professor of Practice and Director, Enterprise Informatics & Integration Center (EI2), Penn State University

Product, service and business innovation all combine to help companies achieve excellence and maintain it in the face of a dynamic global environment. Creativity and innovation are often linked in the same breath, but leading companies understand that the linkages between them need to be formal, flexible, and ever evolving. An innovation architecture integrates people, processes, and technology in the context of user-centric design. To achieve this, companies need to carefully consider organizational design and motivation. Drawing on extensive industry experience in innovation with companies including Boeing, Motorola, Lockheed Martin, Bayer and others, this presentation will explore how innovation occurs across the supply chain, highlighting tools and techniques that enable competitive advantage. Examples will highlight key differences between leadership and management, linking both to sustainability.

*Dr. Irene J. Petrick is Director of Penn State's Center for Enterprise Informatics and Integration and a Professor in the College of Information Sciences and Technology. She specializes in technology forecasting, digital roadmapping, product and process development, systems management, and enterprise integration. Her recent research has focused on collaboration across the supply chain. She advises private companies and non-profit agencies on technology planning and strategic roadmapping.*

***"Dr. Petrick's breadth of exposure to the issues surrounding strategic planning methods and their use in the real world of business are very valuable for any company that depends on innovation. She understands both the methods of strategic planning and more importantly, the contexts in which these methods are selected and applied."***

*Jeff Lind, Associate Technical Fellow, Boeing Phantom Works, Enterprise Technology Planning*



## CASE PRESENTATIONS

### Creating a Sustainable Environment for Roadmapping: Keys to Success



**Randall J. Satchell**, Systems Architect, Texas Instruments

Initiating a roadmapping effort can be a daunting task, particularly when it has never been done consistently before in an organization. In this presentation, Randall will highlight key success factors which can jumpstart a dedicated effort, enable it to reach a critical mass of cross-functional support, and help it to gain momentum as a discipline and as a strategic decision-making tool.

### Roadmapping Effectiveness — Gaining Alignment Across and Within Functions



**Bob Rasmussen**, Director, Technology Strategy, Honeywell International

Organizations who have realized success with roadmapping have generally found it necessary to clearly delineate responsibility for portions of the integrated roadmap by function (strategic marketing, engineering, product management). While this promotes clearer data ownership, it also demands active steps to achieve alignment.

In this presentation, Bob Rasmussen will describe the challenges, techniques and practical experience related to:

- Establishing alignment objectives and communicating them cross functionally
- Achieving alignment of enabling technologies with higher-level product or sub-system strategies
- Balancing roadmap content to achieve both short-term and long term alignment objectives
- Maintaining portfolio balance and allowing some "mis-alignment" to exist

### Growing Brands through Roadmapping Connections



**Dale Hershfield**, Program Leader, Kimberly-Clark Corporation

In this presentation, Dale Hershfield shares Kimberly-Clark's approach to connect business strategies, brand and product plans, and technology strategies to deliver business growth. A roadmapping framework aligns technology development with product plans and business strategies to build brand equity and business results. Detailed technology assessments, product roadmaps and brand frameworks combine to provide a comprehensive view of K-C's business direction and areas of focus.

## The Role of Roadmapping in Platform Technology Development



**Don DeLauder**, Executive Director, Product Innovation and Advanced Development, MEDRAD, Inc.

MEDRAD is a global leader in the field of diagnostic image enhancement, having grown at a compound annual rate of over 15% for 20 years. Its success has led to a market leadership position in each of the clinical modalities in which it operates (CT, MR, angiography). Continued growth requires making tough choices about which products and technologies to develop; roadmapping provides a framework for matching technology development with business needs.

In this presentation, Mr. Delauder will discuss Medrad's embryonic use of technology roadmapping to develop a successful product portfolio. Specifically, he will examine how Medrad's roadmapping efforts:

- Align technology with a specific business purpose — ensuring that technology development adds real business value
- Link technology efforts with clear product needs
- Aid in determining when it is more beneficial to rely on collaboration versus internal development

## PANEL SESSION

### Overcoming Roadmapping Adoption Challenges

1:30pm – 2:30pm

#### Panelists:



**Sarah Audet**,  
Director,  
Technology  
Planning,  
Medtronic



**Ben Almojuela**,  
Associate  
Technical Fellow,  
Boeing Commercial  
Airplanes



**Richard Traxler**,  
Manager,  
Technology  
Planning,  
Boston Scientific

**Moderator:** Dr. Irene J. Petrick, Penn State University

Our expert roadmapping panel will provide attendees with an excellent opportunity to get in depth answers from multiple companies currently engaged in successful roadmapping efforts. Find out different strategies and approaches for successfully implementing roadmapping both within and across business units. Hear various perspectives on how roadmapping and other tools can help to drive and articulate strategy.

## KEYNOTE ADDRESS

### Increasing Business Value with Product & Technology Roadmapping



**Bruce Kirk**, Director, Corporate Innovation Effectiveness, Corning

Over the past 10 years, roadmapping efforts have evolved quite dramatically. Initially, roadmaps focused on technology development and how technology might change in the future to help justify the research needed to deliver future products. Technology roadmaps were soon followed by product roadmaps in an effort to predict how products would evolve over time. More recently, we are seeing the linkage of market, product and technology in composite roadmaps. These efforts often involve cross-functional teams and have led to increased return on R&D and NPD investments.

For most companies, the key to widespread company adoption is the integration of roadmapping efforts into an organization's ongoing business practices — making the successful shift from being just another corporate initiative to “the way the company does business.” When roadmapping becomes an integral part of the strategic planning process of a business it assures a common vision and creates a critical linkage among multiple functional groups.

In this presentation, Mr. Kirk will discuss how Corning successfully integrated its roadmapping efforts into its strategic planning process and ongoing business practices as well as key lessons learned.

#### Key take-aways:

- Where a business unit starts their roadmapping effort will usually vary
- Linking key functional groups via “composite” roadmaps adds value
- Roadmaps are useful for both the short-term and the long-term
- Integrating roadmapping with ongoing business practices is critical

*Bruce Kirk is the Director of Corporate Innovation Effectiveness and the Corporate Process Owner for Corning Incorporated's Innovation Project Management and Roadmap Processes. Bruce's responsibilities at Corning include process development and deployment, employee education and training, global benchmarking, next generation process improvement and the development of the Innovation Black Belt role across Corning. Bruce is actively engaged in the deployment of Roadmapping across the company and in efforts to improve Corning's Portfolio/Pipeline management process.*

STRATEGIC ROADMAPPING SPONSOR:





## AFTERNOON CLINICS

4:15pm – 5:30pm

Facilitated by leading practitioners and top experts, these roadmapping clinics provide an additional opportunity to find out how to get started or how to take your roadmapping efforts to the next level.

### Roadmapping Fundamentals: Key Building Blocks for Success



**Ben Almojuela**, Associate Technical Fellow, Boeing

Market Roadmap, Product Roadmap, Technology Roadmap...it all sounds so simple! Yet every organization that has ever tried to build a roadmapping-driven culture from scratch knows “the devil is in the details.” Ben will share some of their experiences on what works and what doesn’t — when building roadmaps and engaging your organization in the process.

**Key take-aways:**

- What challenges to expect when implementing roadmapping processes and how to overcome organizational resistance
- How collaborative workshops help quickly build a framework for effective roadmapping
- How roadmapping ties in with the rest of your planning processes

*Ben Almojuela is an Associate Technical Fellow in Commercial Airplane Product Development, where one of his assignments is to develop processes for effective innovation. He is a core member of Boeing's Strategic Roadmapping Expert Team, and is the subject matter expert for strategic roadmapping processes.*

### Govern Innovation to Ensure Sustainable Market Differentiation



**Bryan Seyfarth**, Solutions Marketing Director, Sopheon

*Bryan Seyfarth is Director, Product Marketing at Sopheon and serves as the product leader; his responsibilities include defining product strategy, leading voice of the customer research, defining product positioning and conducting market validation for the entire Sopheon Accolade® suite of applications. Bryan has conducted extensive research and led consulting in the areas of strategic decision-making and organizational communication, with the primary focus of application in improving PLM processes.*

# DAY TWO TUESDAY, APRIL 8

## KEYNOTE ADDRESS

### Linking Portfolio Management with Innovation Strategy



**Dr. Scott J. Edgett**, CEO and Co-Founder, Product Development Institute and Stage-Gate, Inc.

Portfolio Management has become a critical link between Innovation Strategy and the tactical implementation of the product innovation pipeline. Leading organizations are integrating their innovation strategy, portfolio management and new product development processes into one seamless process. The goal is to effectively blend strategy with tactics. Easier said than done!

In this presentation Dr. Edgett will present how leading companies are using portfolio management as the critical joiner to link strategy with strategic portfolio management and how they are looking to portfolio management to achieve focused resource and pipeline balance. Portfolio management has become the means to ‘walk the talk.’

**By attending this session, you will learn:**

- How portfolio management puts into practice your innovation strategy
- The critical linkages to a product innovation strategy
- The key differences between strategic and tactical portfolio management
- How to obtain the five key portfolio goals
- How portfolio management can serve as a governance tool
- Examples of how leading organizations are getting results

*Dr. Scott J. Edgett is internationally recognized as one of the world's top experts in product innovation and is the pioneer of portfolio management for product innovation. Dr. Edgett has had extensive experience working with large multinational clients in a variety of industries, principally focusing on issues affecting innovation leadership and capability. He has spent more than 20 years researching and developing innovation best practices and working with organizations in product innovation.*

**STREAMLINING PROCESSES SPONSOR:**



**Innovation Framework  
Technologies**

[www.innovation-framework.com](http://www.innovation-framework.com)



**CASE PRESENTATIONS**

**Project Portfolio Management Linkages to Stage-Gate® and Other Project Disciplines**



**Bernard North**, VP Global Research, Development and Engineering, Kennametal, Inc.

Stage-Gate®, ISO9001, Work in Process Reduction and the Application of the Scientific Method are important ways to reduce lead times and increase output of an Industrial Research and Development organization. However, while experienced and talented Gatekeepers and Project Teams, guided by knowledge of customer needs, certainly contribute to working “on the right things,” additional mechanisms are needed to ensure that a close-to-optimal prioritized portfolio of projects is being worked upon. This presentation will discuss some alternative approaches, and will review how a combination of consensus portfolio prioritization with project management basics has reaped major benefits for an industrial products and services organization.

**Linking Customer Needs to Strategic Portfolio Planning**



**E. Jefferson Hynds**, Program Manager, Ingersoll Rand

Many companies deliver solutions to the market using a “launch and learn” process. Projects to implement favorite ideas get launched without adequately understanding customer needs or the technologies required. Projects executed this way are often late, over budget and even worse, the solution delivered is typically not what the customer wanted.

Innovative companies deploy repeatable processes to convert customer knowledge into a portfolio of profitable solutions. These companies seek to understand the unmet needs of customers and create a portfolio of potential projects that have compelling value propositions. The order in which projects are launched corresponds with market needs, resource plans and technology requirements.

Mr. Hynds will discuss how Ingersoll Rand is driving innovation by deploying processes and tools to understand unmet needs and link them to a portfolio of potential business opportunities. He will describe how Ingersoll Rand collects customer data to understand unmet needs, generates ideas to address the needs, assesses potential business opportunities, creates a roadmap of future projects and implements solutions.

*“A mind tweaking stimulation from insightful experts in their field, to a depth of usability...”*

*Eileen Arnold, BAE Systems*

**PROCESS IMPROVEMENT ROUNDTABLES**



1:15pm – 2:30pm

You’re at the conference half-way point — a perfect time to examine some of the key learnings thus far in these practitioner-led, candid dialogues. Topics to include:

■ **How to Ensure Effective Process Implementation**

Deploying roadmapping, portfolio management and open innovation processes often requires a significant change in company culture. The transition can be facilitated by getting people engaged in process development and setting goals that drive continuous improvement. What are some effective approaches or methods to remove implementation obstacles?

**Facilitator:** E. Jefferson Hynds, Ingersoll Rand

■ **How to Manage a Diverse Portfolio of Projects**

Unless you are a very small organization, product development activity is seemingly chaotic, ranging over a multitude of diverse topics, time scales, and payoffs. How do you rationally manage a diverse portfolio of PD or R&D projects? How do you measure the value of your portfolio?

**Facilitator:** Ben Almojuela, Boeing

■ **Key Strategies for Implementing Lean NPD**

Lean techniques from the factory are moving upstream into product development. Although product development is very different from manufacturing, some lean concepts work quite well in product development while others can be dangerous. Discussion will focus on how to choose and implement lean concepts that work well and avoid lean concepts that don’t make sense.

**Facilitator:** Bernard North, Kennametal

■ **Bridging the Strategy/Planning Gaps between Customer Needs, Competitive Threats and Technology Solutions with Product and Technology Roadmaps**

The discussion in this session will focus on how to use Product and Technology Roadmaps to set a common direction for the various functions of the organization.

**Facilitator:** Richard Traxler, Boston Scientific

■ **The Status of Gated Development Processes**

Recently, gated development processes have come under harsh criticism for potentially hampering innovation and slowing product development efforts. Is your organization finding it necessary to make changes to its gated process? What’s really working and what’s not?

**Facilitator:** Bruce Kirk, Corning

■ **Aligning Business Goals and Technical Strategy**

How do you improve return on R&D investment? How do you align internal research and open innovation agendas?

**Facilitator:** Alison Lukacsko, Lighthouse Innovations

**KEYNOTE ADDRESS**

**Integrating Product Development Operations with Value Network Analysis and Systems Dynamic Modeling**



**Dennis P. O'Donoghue**, Vice President, Flight Operations, Test & Validation, Boeing Commercial Airplanes

Many large corporations, in search of better efficiencies and higher productivity, have consolidated functional units into a new, sometimes larger organization tasked with managing product development through the entire lifecycle. This "value stream" perspective presents new challenges for management. More than one team has learned the hard way the difference between "merging" and "integrating" functional groups.

In this presentation, Dennis O'Donoghue will present the challenges his management team faced while integrating flight operations, test engineering and developmental and test manufacturing functional groups into one organization tasked with test and validation of new commercial airplane products, from early concept design through delivery to airline customers.

**Key take-aways:**

- The use of Systems Dynamic Modeling as an integration tool
- How Value Network Analysis breaks down the boundaries between functional groups
- Building strategic direction, cohesion and unity of purpose across the organization while maintaining creativity, innovation,
- Flexibility and adaptability at the local level

*Dennis O'Donoghue, an experimental test pilot, is VP of Flight Operations, Test and Validation for Boeing Commercial Airplanes. He is responsible for all flight operations, including flight training, flight technical support, flight standards, and experimental and production test flight operations. He leads an organization of 3,500 employees responsible for certifying new Boeing airplanes, enhancing existing models and providing flight crew products and services.*

**AFTERNOON CLINIC**

4:15pm – 5:30pm

**Cutting the Time and Cost of Process Improvement with Software Automation**



**Colin Palombo**, Managing Director, Americas, Innovation Framework Technologies

*Colin Palombo is the Managing Partner, Americas of Innovation Framework Technologies (IFT). IFT helps clients achieve fast paced innovation excellence by automating best-practice portfolio, Stage-Gate®, project, resource and idea generation processes. Colin's responsibilities include advising clients on how best to automate their processes to increase innovation productivity, speed to market and ROI. Colin's client list spans both the U.S. and Europe in a range of industries including high tech, industrial products, life sciences and utilities.*

**OPTIONAL DINNER SESSIONS**



**Emerging NPD Trends in Innovation**

6:30pm – 8:30pm

Continue to network with your peers and learn about cutting-edge trends in new product development by attending one of three compelling dinner sessions. You'll hear a brief introduction to the topic given by the session facilitator and then have an opportunity to discuss possible benefits of adoption, challenges/solutions for successful implementation and potential short and long-term impact on overall company performance.

**A. Instituting an Effective Knowledge Management Practice to Support Your Innovation Process**



**Dr. Veena Mahesh**, Knowledge Strategist, INTEL

While the term knowledge management has evolved and changed over the years, the focus of knowledge initiatives continues to center around the ability to leverage the knowledge of the employees in the organization to enable core business processes. Successful knowledge management practices deliver value to customers via innovative knowledge solutions, and easy access to the expertise.

This presentation will address critical success factors that help tie knowledge initiatives in with business results and also identify how to remove obstacles to getting a knowledge management practice off the ground. Dr. Mahesh will share tips on instituting effective working strategies that ensure easy proliferation of knowledge products. Other topics of discussion will include:

- Establishment of strategic programs that enable the application of innovative knowledge and information management tools
- Knowledge transfer and re-use of product and development processes to help alleviate a variety of business problems without repeated re-invention
- Articulation of a value statement that is tied to core business results

*Dr. Veena Mahesh is presently with the Assembly Test Technology Development Group at Intel Corporation. She has worked in the area of knowledge management and learning and implemented award-winning initiatives for knowledge enablement at Intel. Her focus has been centered on the implementation of innovative knowledge strategies pertaining to manufacturing process change control and business intelligence to support key business processes at Intel.*

## B. Clean and Green Innovation



**Cheryl Perkins**, Founder and President, Innovationedge™ and former Chief Innovation Officer, Kimberly Clark

The trend toward ‘clean and green’ is driving the innovation agenda for many companies, as customers, choosers (shoppers) and users are clamoring for products and services from forward-thinking, clean and green companies. How can today’s companies build a strategy for clean and green sustainable innovation? By first creating an “Innovation Ecosystem.” An ecosystem is your holistic environment that you design in your company to address all aspects of innovation. It’s your leadership, your culture, and your people. And it expands beyond your four walls to include partners who have the capabilities you need to deliver sustainable solutions.

Sustainable innovation is all about looking at the way you innovate with new eyes. How you define the problem, create ideas and blend them into a holistic system. Your ecosystem needs to build innovation with open-ended sustainable outcomes.

Ms. Perkins will share best practices for taking Green Innovation to the next step. You’ll learn:

- Where sustainable innovation comes from
- How to create an Ecosystem of Innovation
- Where to find the right partners to deliver sustainable growth
- Which companies are taking Green Innovation to the next step
- Which company’s efforts have been detrimental to the environment and how to avoid making the same mistakes.

*Cheryl Perkins is a thought leader in innovation and a creative catalyst in brand-building initiatives that contribute to rewarding consumer experiences and improved business performance. She was identified as one of the Top 25 Champions of Innovation by Business Week magazine in June 2006. As President of Innovation Edge LLC, she is leading companies across many industries to build sustainable innovation capabilities and define sustainable growth opportunities.*

***“This event was timely and I appreciate the thoughtful, relevant content from each of the speakers. The overall organization of the event was particularly impressive — from the website and email communication to keeping the agenda on time and coordinating Q&A. Very excellent!”***

*Steve Payne, Johns Manville*

## C. Using Predictive Analytics in your Innovation Process



**Tony Lemus**, Senior Partner, Value Creation Institute, and former Senior Vice President, Six Sigma Business Development, Citigroup

With regard to innovation, many businesses are falling short of expectations and increasingly playing the blame game to explain why. For example, Six Sigma has been unfairly criticized as being too rigid to innovate within its framework, and the phase gate process has been labeled a “roadblock” to an innovation pipeline. Clearly, some processes can stifle innovation when used inappropriately, but there are more fundamental problems. Ask yourself the following questions about your business:

- Have we actually measured how well-informed we are about the market?
- Do we understand the difference between assumptions and knowledge?
- Do we manage our innovation using fixed numbers or do we simulate outcomes with tolerances?

Predicting the market performance of an innovative idea requires an organization to understand the difference between data and knowledge. This becomes possible through the use of predictive analytics. Mr. Lemus will discuss how predictive analytics was applied during his work experiences at Citigroup and Johnson & Johnson. He will also show how it was incorporated into multiple business areas including: marketing, risk management, product design, and innovation portfolio management. In this session you will learn the following applications with predictive analytics:

- How to convert customer VOC data into business knowledge
- How to incorporate predictive analytics into innovation portfolio management
- Where to apply predictive analytics in risk management
- Why data is not knowledge

*Anthony Lemus is a co-founder and Senior Partner of Value Creation Institute, LLC. He is the former Senior Vice President of Six Sigma Business Development for Citigroup Residential Lending. Within the financial services industry, Anthony and his team developed and deployed a Six Sigma business strategy, which provided cost savings and a strategic alignment enabling the corporation to become more competitive in a dynamic economic environment.*

***“Excellent conference and workshops that will have a direct and immediate impact on my work beginning as soon as I get back to my office — thought-provoking, timely, impactful and absolutely essential.”***

*Frank Sciulli, Medrad*

# DAY THREE

## WEDNESDAY, APRIL 9

### SPECIAL BREAKFAST SESSION

7:00am – 7:45am

#### Portfolio Decisions with External Assets: A Case Study



**Jay Andersen, Ph.D.**, Senior Research Fellow, Decision Sciences, Eli Lilly

The changing face of pharmaceutical R&D is demanding a broader view of portfolio management and portfolio support processes. In the past it may have been sufficient to focus portfolio decisions primarily on those assets being actively managed by the internal R&D group. In the future we may need to consider alternative development strategies for these assets, making use of strategic partnerships. This presentation will provide highlights of a case study:

- Expanding the view of traditional portfolio management
- Examining various development strategies
- Consideration of specific project-related decisions

### KEYNOTE ADDRESS

#### Accelerating Product Development Through Co-Development and Open Innovation: Lessons from the Leaders



**Dr. Gene Slowinski**, Director, Strategic Alliance Research, Rutgers University and Managing Partner, Alliance Management Group

Open Innovation is transforming the nature of product development. To compete effectively in today's business environment, firms are using strategic alliances to link their resources with those of other world-class organizations. They are replacing the "not invented here" syndrome with the "invented anywhere approach." Unfortunately, many Co-Development alliances fail. Managers must deal with the complexities of cooperatively developing intellectual assets, linking decision-making structures and building cross-corporate innovation networks. Through his 25 years of experience on over 300 co-development alliances, Dr. Slowinski has identified key best practices and will present a set of simple, but powerful management tools and metrics in this presentation. These tools have enabled many firms to increase the value of both their individual alliances and their alliance portfolios.

#### What you will learn:

- Organization structures that help and hinder Open Innovation
- Market proven financial models for sharing risks and rewards in Open Innovation agreements
- Implementing "Open Innovation" using the "Want, Find, Get, Manage" Model
- Lessons from the failures; common pitfalls and how to avoid them
- Resolving cultural differences in alliances
- Proven tools, metrics, and management techniques for successfully implementing "Open Innovation" relationships

*Dr. Gene Slowinski is the Director of Strategic Alliance Research at the Graduate School of Management, Rutgers University and Managing Partner of the Alliance Management Group. Prior to forming the Alliance Management Group, he held management positions at AT&T Bell Laboratories, and Novartis Corporation. For the last 20 years Dr. Slowinski has consulted and conducted research on the formation and management of strategic alliances, joint ventures, mergers, and acquisitions.*

### CASE PRESENTATIONS

#### Delivering a Pipeline of Continuous Innovation Through Open Innovation



**Tim Cusack**, Principal Scientist, Innovation & Technology, Reckitt Benckiser

Reckitt Benckiser is one of the world's leading manufacturers of household, health and personal care products with a strong reputation for innovation. Net revenue growth has outpaced much of the industry, and the company's "powerbrands" have achieved number one or two positions in most markets. In order to deliver a pipeline of continuous innovation for these brands, the company has routinely relied on externally sourced technology. Success in these partnerships not only involved delivering what consumers want, but also required a shared focus on key business drivers.

In this talk, Mr. Cusack will discuss Reckitt Benckiser's approach to Open Innovation including:

- Utilization of consumer insight to define product strategy
- Company organization and roles to facilitate technology sourcing
- Partner selection and management

## Becoming the OEM Partner of Choice — A Perspective from Hawker Beechcraft



**Ed Petkus**, Vice President, New Product Development, Hawker Beechcraft

Hawker Beechcraft Corporation (HBC) has a long legacy within the general aviation industry as an innovative and “do it yourself” organization. The challenges in today’s global aviation business environment dictate that companies partner or perish. HBC is reinventing itself under new ownership to remain an innovative leader with superior products in the general aviation market.

In this presentation, Ed Petkus will share key steps taken in Hawker Beechcraft’s journey into becoming the aviation OEM partner of choice. These key elements include:

- Aligning the goals and strategies of your company prior to entering a partnership
- Helping your partners align their goals and strategies
- Surfacing the “deal breakers” quickly
- Creating an alliance that shares risks and opportunities equitably
- Establishing a lasting relationship when the end goal is vague

## Open for Business: Air Products & Chemicals Technology



**John Tao**, Corporate Director, Technology Partnerships, Air Products



**Vince Magnotta**, Manager, Corporate Technology Transfer, Air Products

Contrary to popular belief, Open Innovation has many dimensions. Traditionally, open innovation is viewed as the use of external resources to supplement internal R&D and commercialization efforts. More broadly, open innovation encompasses transfer of technology both into and out of the organization to optimize value creation. It also embraces the best transfer of technology within the organization globally. An additional dimension of Open Innovation is using external resources to fund internal development.

In this presentation, Tao and Magnotta will explore all of these dimensions, share case examples and incorporate descriptions of enabling tools and work processes. Key topic areas include:

- Traditional Open Innovation — Globally
- Open Innovation within the Organization
- Sharing Air Products Technology via Licensing Out
- Leveraging State and Federal Funding Sources

## KEYNOTE ADDRESS

### Explore and Exploit — The Twin Challenge of Business Leadership



**Dr. Michael L. Tushman**, Professor of Business Administration, Harvard Business School

Why do some companies stay ahead of the competition through successive generations of technology, while others are like deer caught in the headlights, frozen, unable to respond to disruptive threats? This will be the key question for Professor Michael Tushman’s presentation. He and his colleagues have extensive research into what enables some companies to successfully innovate and grow, while others fail to adapt to changes in their market.

The key insight is that the winners are those that have the adaptability to manage to both exploit businesses — that deliver today’s results incrementally — and explore businesses focused on new opportunities and innovation streams. Integrating both in a single enterprise creates the ability to sense, respond, and lead disruptive change.

Professor Tushman will explore this research and describe the practical actions that you can take to build explore and exploit units within your business. He will explain how, by applying the disciplines of strategic execution you can address the barriers to change in your organization and build a more effective innovation engine.

*Professor Tushman is the Paul R. Lawrence MBA Class of 1942 Professor of Business Administration at the Harvard Business School. He is internationally recognized for his work on the relations between technological change, executive leadership and organization adaptation, and for his work on innovation streams and organization design. He has published numerous articles and books including Winning Through Innovation: A Practical Guide to Leading Organizational Renewal and Change (with C. O’Reilly).*

## INTEGRATION JAM SESSION



2:15pm – 3:15pm

### A Call to Action: Successful Integration of Roadmapping, Portfolio Management and Co-Development Practices — Challenges and Solutions

**Facilitator:** Dr. Irene J. Petrick, Penn State University

Make your plane reservations accordingly and don’t miss this important session designed to help you synthesize the key learnings from each day of the event and begin to articulate how you will adapt these processes, approaches and tools for your organization’s specific needs. Dr. Petrick will offer her insights on the challenges and potential solutions for integrating these key product development impact areas and will facilitate group discussion to encourage cross-industry dialogue and prepare you to initiate your plan of action.

Limited to 40 Participants— Designed specifically for senior management executives involved in the development, implementation, and continuous improvement of innovation processes

## SPECIAL EXECUTIVE SESSION:

### Aligning Strategy with Execution: Leadership, Execution and Change Management

Wednesday 3:30 – 6:30pm



**Dr. Michael L. Tushman**, Professor of Business Administration, Harvard Business School, author of best-seller, *Winning Through Innovation: A Practical Guide to Leading Organizational Renewal and Change*



**Andy Binns**, Managing Principal, Dynamic Capabilities Group LLC

What passes for strategy in many organizations too often consists of three-ring binders, power point slides, and annual meetings as carefully scripted as a Kabuki drama—and, just as in the Japanese version, those who fail to play their roles often suffer an organizational fate much like the villains in the play. The operations executive stays focused on delivering today's results, leaving the strategists and innovation teams to imagine new possibilities. They all make the right noises while keeping a safe distance from one another.

This was IBM's analysis of its approach to strategy formulation and innovation in the late 1990's. Working with Professor Michael Tushman from Harvard Business School and Professor Charles O'Reilly from Stanford, IBM set out to redesign their approach to strategy so that it would directly engage the line business leaders in a real process of sensing the environment and seizing new business opportunities. The new approach emphasized the interdependence between strategy and execution and paved the way for IBM's transformation into a successful business solutions provider.

This workshop will examine the process IBM adopted and through case studies and research findings will demonstrate how:

- Sustainable competitive advantage is fleeting unless it is aligned with capabilities to continually sense how the marketplace is changing
- Disciplines of strategic execution can connect sensing and seizing to speed the rate at which innovation is successfully commercialized
- Executive leadership plays a fundamental role in linking strategy with execution

***“Tushman provides the language, means, and motivation for a high-technology company to seriously examine their ability to innovate and move their company to the next level.”***

*Chris Wellman, Chief Engineer, Advanced Programs, Raytheon*

Participants in this workshop will take away a:

- Language for describing the connection between strategy and execution
- Framework for understanding the organizational implications of new market opportunities
- Set of strategic execution tools that can be applied to defining and diagnosing issues of organizational performance
- Case study example of the application of strategy execution disciplines to IBM

### SESSION AGENDA

- 3:30p-4:15pm **Strategic execution — the discipline of sensing and seizing new opportunities**
- Case Studies
  - Research
  - Discussion
- 4:15p-5:15pm **Strategic leadership — from dynamic conservatism to dynamic capabilities**
- Case Studies
  - Application to Real Issues
  - Discussion
- 5:15p-6:00pm **Strategic change — mobilizing others to lead change**
- Case Studies
  - Discussion
- 6:00p-6:30pm **Summary and Conclusions**
- 6:30p-8:30pm **Optional Dinner with Michael Tushman and Andy Binns**

*Professor Tushman is the Paul R. Lawrence MBA Class of 1942 Professor of Business Administration at the Harvard Business School. He is internationally recognized for his work on the relations between technological change, executive leadership and organization adaptation, and for his work on innovation streams and organization design. He has published numerous articles and books including *Winning Through Innovation: A Practical Guide to Leading Organizational Renewal and Change* (with C. O'Reilly).*

*Andy Binns is Managing Principal of Dynamic Capabilities Group, LLC. DCG works with business leaders to build the dynamic capabilities to sense, respond, and lead disruptive change, while also successfully managing steady improvements to today's business. Prior to joining DCG, Andy was Head of Leadership Development for BT Group PLC, with enterprise-wide responsibility for building capability of leaders from CEO to first-line manager.*

# ADVISORY BOARD

*Management Roundtable would like to thank the following individuals who helped to shape Product Development IMPACT 2008:*

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## ABOUT MANAGEMENT ROUNDTABLE



The Management Roundtable (MRT) is the foremost knowledge and networking resource for industry practitioners involved in product, service, technology, and business development. Practitioner-oriented and unbiased, MRT's focus is on strategies and processes that enable speed, innovation, profitability, and overall competitive advantage. Through its highly regarded conferences and publications, MRT has helped companies achieve their objectives since 1980. Its newest membership offering, the Management Roundtable FastTrack, (<http://fasttrack.roundtable.com>) offers direct, year-round access to leading-practice insights via teleconference and online reports.

# PRODUCT DEVELOPMENT IMPACT 2008

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## PROGRAM INFORMATION

**Dates:** Product Development IMPACT 2008 will be held April 7 – 9. Registration/continental breakfast begins at 7:00 am. Sessions begin at 8:00 am on Monday, April 7, and conclude at 3:30 pm on Wednesday, April 9. An Executive Session with Dr. Michael L. Tushman will be held directly after the conference on Wednesday, April 9 from 3:30pm – 6:30pm and will include an optional dinner with the instructors after the session concludes.

**Venue & Hotel Accommodations:** The conference will be held at the Scottsdale Renaissance Resort. Please call 800-309-8138 directly for room reservations; a limited block of rooms are offered at \$189/person. Mention the *Product Development IMPACT Conference* to receive the special rate (please reserve early to ensure availability).

**Program Fees:** Fees include materials binder, breakfast, lunch, breaks, dinner session on Tuesday 4/8/08, networking receptions and follow-on materials. See price chart below.

3-Day Conference + the Post-Conference Executive Session	\$3680
3-Day Conference Only	\$2985
A-la Carte Days (select specific days on your registration form)	\$1195
Executive Session Only (includes post-workshop dinner on 4/9/08)	\$695

**Team Discount:** Groups of 5-10 may deduct 15%, groups of 11+ may deduct 20%. For further group arrangements, contact Tracey Kimball at 781.891.8080 ext 214.

APRIL 7 – 9, 2008  
SCOTTSDALE, ARIZONA

# PRODUCT DEVELOPMENT IMPACT 2008

## 4 WAYS TO REGISTER:

**CALL:** 1.800.338.2223 or 781.891.8080  
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**Please accept the following registration(s):** (photocopy for additional people)  
Please check the event(s) you plan to attend. See pricing information on page 15.

- 3-DAY CONFERENCE (April 7 -9, 2008)
- CONFERENCE DAY ONE (April 7th)
- CONFERENCE DAY TWO (April 8th)
- CONFERENCE DAY THREE (April 9th)
- OPTIONAL DINNER SESSIONS on Tuesday, April 8, 2008 – Please select one dinner session
  - A. Building an Effective Knowledge Management Practice for Innovation
  - B. Clean and Green Innovation
  - C. Using Predictive Analytics in your Innovation Process
- EXECUTIVE SESSION with Michael Tushman (April 9th from 3:30pm – 6:30pm; dinner included)

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