Strategic Management of Technology and Product Lifecycles

November 13-15, 2001 ● Santa Clara, CA

A two day conference on how to navigate the introduction of new technologies, forecast customer demand, and optimize long-term profitability in times of heightened cost control

Industry Case Studies:

Harley-Davidson

Hewlett-Packard

IBM

IKOS

Raytheon

Sun Microsystems

Keynote Address by GEOFFREY MOORE

acclaimed author of bestsellers:
Living on the Fault Line,
Inside the Tornado,
& *Crossing the Chasm*

Learn:

- Strategies to determine the optimal time to introduce new technologies

- Critical steps to ensure successful transitions from product design to product launch

- Methods to forecast customer priorities and develop products that people want to buy

- How to uncover and manage hidden costs throughout the product lifecycle

The MANAGEMENT ROUNDTABLE

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Part III of the
New Product Development Executive Roadmap Series
See page 8

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November 13-15, 2001 / Santa Clara

- **Navigate the introduction of new technologies**
- **Forecast customer demand**
- **Optimize long-term profitability**

With the rise and fall of numerous high tech companies over the past year, many organizations are significantly scaling back on technology spending. Slashing spending and curbing innovation will not yield your organization the next big payoff product. Rather, now is a critical time to develop an action plan to uncover next generation technologies that will support products that meet your customers' expressed and latent needs. In addition, it will be even more essential to place emphasis on how to best maximize limited resources, engage your suppliers early on and manage lifecycle costs for reduced time-to-market and increased profitability.

Five reasons why this conference is vital to you and your company:

1. You are dealing with shorter and shorter product lifecycles and greater amounts of market uncertainty. You need to have a proven process to efficiently architect your product, determine its lifecycle and get to market first in order to stay ahead of your competitors.

2. Technologies are rapidly changing and your ability to select the best time to integrate these new technologies could be the decision that determines whether you are able to protect your market and maintain competitive advantage or not.

3. Having the ability to bring your suppliers into the design phase can save you time and resources. You need to be able to select and partner with those suppliers that can deliver the technology that you need, when you need it.

4. Now is the time to bring a new product to market that customers want to buy. You must have a process in place to consistently align product development priorities with customer requirements and rapid innovation demand.

5. With so much emphasis on being first to market and incorporating next generation technologies, product lifecycle costs can be overlooked. By locating the hidden costs in your product lifecycle, you can find more opportunities to maximize return on product development investments.

Agenda

Tuesday, November 13, 2001 — Pre-Conference Workshops

7:00 - 8:00	Registration and Continental Breakfast
8:00 - 12:00	**A. Segment-Driven Product Development** Peter Marks, Design Insight
8:00 - 5:00	**B. Solving the Innovation Equation** Tony Ulwick, Strategyn
12:00 - 1:00	Lunch
1:00 - 5:00	**C. Product Lifecycle Economics** Sandy Munro, Munro & Associates

Wednesday, November 14, 2001 — Conference Day One

7:00 - 8:00	Registration and Continental Breakfast
8:00 - 8:15	**Opening Remarks** - Peter Marks, Design Insight
	Developing Technology and Innovation Roadmaps
8:15 - 9:15	**Managing Innovation Trajectories for Sustainable Success** Susan Walsh Sanderson, Rensselaer Polytechnic Institute
9:15 - 10:15	**Case Study: Integrating Technology into Product Architecture** Jonathan Propp, Sun Microsystems
10:15 - 10:30	Refreshment Break
10:30 - 11:30	**Case Study: Product Generation at "the Edge of Chaos"** Joni Ohta, Hewlett-Packard
11:30 - 12:45	Lunch and Breakout Sessions
	Forecasting Customer Demand
12:45 - 1:45	**KEYNOTE** **Market Readiness: Designing and Launching Winning New Products that People Really Want** Dr. Robert G. Cooper, McMaster University
1:45 - 2:45	**Case Study: Creating New Products—Keeping with Customer Requirements and Rapid Innovation Demand** Juergen Jaeger, IKOS Systems, Inc.
	Optimizing Lifecycle Profits
2:45 - 3:45	**Case Study: Product Cost Management at Harley-Davidson** Dan O'Callaghan & Dantar Oosterwal, Harley-Davidson
3:45 - 4:00	Refreshment Break
4:00 - 5:30	**KEYNOTE** **Focus is So Important We Focus on Everything! Winnowing Down the Options in Technology-Enabled Markets** Geoffrey Moore, Chasm Group
5:30 - 7:00	Networking Reception

Thursday, November 15, 2001 — Conference Day Two

7:30 - 8:30	Continental Breakfast
	Ensuring Product Ramp-up and Successful Product Transitions
8:30 - 9:30	**Case Study: Compaq Computer Corporation** (invited)
9:30 - 10:30	**Case Study: Reducing Transition to Production Risks** Robert Hawiszczak, Raytheon
10:30 - 11:00	Refreshment Break
11:00 - 12:00	**Case Study: Cisco Systems** (invited)
12:00 - 1:00	Lunch
1:00 - 2:00	**Case Study: IBM's Reengineering for Profitable Product Development** Paul C. Aspinwall, IBM
2:00 - 2:30	**Conference Wrap-up** - Peter Marks, Design Insight

A Segment-Driven Product Definition

Instructor: **Peter Marks**, Managing Director, Design Insight

Even when product development funding is not an issue, the pace of technological change means that teams are stretched thin. Yet despite working hard, the next "killer" product often eludes us. One way out of this box is to better align development priorities with customer's evolving buying criteria. Most companies think they already do this; but few understand the underlying principles and even fewer succeed.

Highlights of this tutorial include:

- Lessons learned from 200+ successful product developments, some with billion-dollar shifts in market leadership
- The three primary failure modes in total product development. How to avoid them.
- Why some attempts at "market segmentation" fail to help focus product development resources, and an alternative segmentation scheme that delivers actionable, profitable results.
- Why customers change their buying criteria three times as they learn more about a product category.
- Knowing how to anticipate demand and when to lead the market.
- Eight ways to innovate the competitive differentiators that will drive higher market share and profits.
- How engineering and marketing can work together to develop market-winners faster, one segment at a time.

B Solving the Innovation Equation

Instructor: **Tony Ulwick**, CEO, Strategyn, Inc.

This workshop introduces the first coordinated and comprehensive process for managing innovation as a predictable discipline. It explains the causal factors that introduce variability into the innovation management process and defines new outcome-based methods for requirements gathering, quantitative research, market segmentation, competitive analysis, product definition and product concept testing – all of which contribute to the elimination of process variability and lead to the consistent, predictable formulation of value-generating product and service strategies.

Participants will learn how most requirements gathering techniques and VOC practices are inhibiting a company's ability to innovate. They will learn how to overcome this obstacle and how to apply outcome-based practices to uncover areas of opportunity, segment markets, conduct effective competitive analysis, formulate breakthrough product development and service concepts as well as evaluate the potential of new ideas and technologies. Participants will also be introduced to the latest enterprise solutions designed to coordinate cross-functional collaboration and simplify the innovation management process. They will learn how this technology is being used to decrease time-to-market, reduce planning costs and help companies act with speed and certainty.

The practices introduced in this workshop are being used by J&J, Medtronic, Agilent, HP, Motorola, Bosch and other companies involved in technology-oriented markets. They are also being applied to manage disruptive technology.

C Product Lifecycle Economics

Instructor: **Sandy Munro**, President, Munro & Associates

In the **"good old days"** you simply had an idea, got a prototype to work and started to ship your "stuff!" Life was simple, but products were atrocious! Customer satisfaction? reliability? service? recycle issues? **"You drove it off the lot, it's yours now buddy... Good Luck!"**

"Buyer Beware!" Those were words to live by if you were a consumer and "it's all the Unions fault" was the mantra of those companies who didn't make profit. Things have certainly changed. Now there's an alphabet soup of acronyms around and if you look closely you will see they spell trouble for those who choose to ignore them.

The concept of **Product Life Cycle Costs** has been around for quite a while but who's really doing it and how far are they taking the process? If you make a product today what's **your liability** tomorrow? How much **Quality** is enough and when is it time to shoot the engineer and move to production? What's a real value chain and what's the difference between a **Partner, Supplier** and a **Vendor**? What tools are proven and worth while and which just spin your wheels? How far up-front is enough and when does **Lean and Mean** turn into **Emaciated and Disheartened**?

Sandy Munro will address these issues and much more in a fast paced, interactive presentation that gets the audience involved whether they are ready or not. Sandy's many project experiences in Aerospace, Defense, Medical, and of course Automotive allows him the unique ability to talk, not only in theory about the problems, but also from a down in the trenches perspective. You will come away from this workshop with usable information and an understanding of several tools. In other words Dangerous!

Focus Is So Important We Focus on Everything! Winnowing Down the Options in Technology-Enabled Markets

Technology-enabled markets give companies more directions, choices, and options than they can possibly handle, so one of the key challenges of leadership is helping your organization say no to something that is, in itself, attractive. In his talk, Geoffrey Moore will talk about the discipline of managing for shareholder value and discuss strategies for how companies can focus on where they are going to create distinct competitive advantage, and where they are not.

Geoffrey Moore is the author of bestsellers "*Living on the Fault Line*", "*Inside the Tornado*" and "*Crossing the Chasm*". He is the Chairman and Founder of The Chasm Group (TCG), a consulting practice that provides marketing strategy and organizational services to leading high-technology companies. He is also a Venture Partner with Mohr, Davidow Ventures, a California-based venture capital firm specializing in specific technology markets.

What customers say about Geoffrey Moore:

"Great way to look at various cycles of high-end product introduction...a great experience."
Marik Balyasny, Engineering Manager, ITT Pomona Electronics

"Best of the conference - useful things that stuck."
Dan Nolet, Manager, NPD, Corning

"I learned something every time he opened his mouth."
John Casari, Unit Manager, Robert Bosch Corp.

Networking Reception
Wednesday, November 14

Meet keynotes, **Geoffrey Moore** and **Robert Cooper**, and other conference faculty for an informal networking reception directly following the first day of the conference.

Market Readiness: Designing and Launching Winning New Products that People Really Want

Fast failures are far too commonplace these days in product innovation. The scenario is a project team that thinks they know what the customer needs and wants, rushes into Development, and launches a product in record time – only to find that they missed the mark. Sales did not materialize, the price was too high, or the product was missing key features and functionality. In his keynote address, Dr. Cooper makes the point that it's false economy to cut corners in the up-front or fuzzy front end of the project. He outlines ways that you can build in the voice of the customer and use customer insights to develop superior new products that really do meet customers' needs better than competitors'. And far from adding time to the project, Cooper's methods actually reduce time-to-market by enabling the project team to get sharper and more stable product and project definition early in the game.

Dr. Robert G. Cooper is a world expert in the field of new product management. Bob is the father and developer of the *Stage-Gate™ process*, now widely used by leading firms around the world to drive new products to market. He is also the developer of the NewProd system for screening and diagnosing new product projects.

Dr. Cooper is Professor of Marketing at the School of Business, McMaster University and also ISBM Distinguished Research Fellow at Penn State University's Smeal College of Business Administration.

What customers say about Robert Cooper:

"Outstanding material - will be extremely useful almost immediately."
Michael Santoro, Engineering Manager, United Defense LP

"Energized and covered content effectively."
Tom Pozda, Director of Product Management, GELCORE LLC

"Excellent, knowledgable and dynamic! Great audience interaction."
Sandra Denshaw, Program Manager, Ethicon Endo Surgery

Feature Presentation

Developing Technology and Innovation Roadmaps

Managing Innovation Trajectories for Sustainable Success

Susan Walsh Sanderson,
Associate Professor,
Lally School of Management
Rensselaer Polytechnic Institute

Numerous studies examining company longevity have found that most organizations do not survive the upheavals of change and competition over the long haul. Indeed, the average life expectancy of a multi-national company—in the Fortune 500—is between 40 and 50 years. However, some organizations do withstand significant changes in markets and technologies and are able to transform themselves. To achieve long term success, companies must reallocate resources in a timely fashion to take advantage of technology and market changes. Industries undergoing rapid technological change require companies to balance the exploitation of their existing technologies and products with the exploration and investment in new technologies and markets.

Outstanding companies, such as Sony, are able to produce a steady stream of commercially memorable products, "business classics," that help define innovation trajectories and anchor the development of product families. In addition, they develop new technologies and capabilities that allow them to create new to the world products. In this session, you will learn approaches to creating and managing new product families in the context of rapid technological change and digital convergence.

Integrating Technology into Product Architecture

Jonathan Propp,
Manager
Strategic Decisions
Sun Microsystems

Sun Microsystems combines a decentralized business structure with a high degree of technology sharing across the product line. The company also must contend with rapid change in its core technologies. Making the wrong technology choice can be fatal to a product line. This presentation focuses on how Sun manages technology strategy across its hardware businesses and makes decisions on integrating technology into product architecture.

Product Generation at "the Edge of Chaos"

Joni Ohta
Senior Consultant
Hewlett-Packard

Product Generation in highly innovative, fast-paced businesses benefit from less structure to enhance innovation and ability to respond to shifting business environments. The Edge of Chaos, for complex adaptive systems, is the point that maximizes innovation and ability to evolve, yet holds the system together and prevents it from flying out of control. This has been a difficult balance to achieve. Many systems are over constrained and others are not scalable, transferable, nor very long-lived - too chaotic. We present learnings from successful, innovative product generation organizations within HP that have, over time, demonstrated their ability to successfully live at the Edge of Chaos.

"...quality of the conference was very good. It is clear that much planning and careful selection of speakers drove the exciting environment."
D.A. Simpson, VP Technology, Hercules Corporation

"Information received in just one session was worth the cost of the entire conference."
Roland Bouchard, Director, Product Development, Smiths Industries

"One of the best conferences overall; measured by actionable principles and ideas."
Bob Willoughby, Manager of Engineering R&D, Senco Products

Forecasting Customer Demand / Optimizing Lifecycle Profits

Creating New Products — Keeping with Customer Requirements and Rapid Innovation Demands

Juergen Jaeger
Director of Worldwide Channel Marketing
IKOS Systems, Inc.

Creating a new product does not simply mean to design "something." Rather, it involves developing the right product for a well-defined market segment at the right time! But how do you decide what that market segment is? What product features are needed? How do you differentiate from your competition? Juergen will explore possible solutions to the above questions by examining how to:

- Uncover market needs and discover product opportunities
- Take advantage of discontinuities (technical and/or business)
- Improve ROI through early integration of market requirements: Product features, Product positioning
- Extend profitable product lifecycles through scalability by design
- Leverage global resources

Product Cost Management at Harley-Davidson

Dan O'Callaghan, Director of Product Cost
& Dantar Oosterwal, Director of Product Cost
Harley-Davidson

Over the past 15 years, Harley-Davidson has seen the demand for its products grow over 5 fold. Identifying New Product Cost Management as a key contributor to maintaining future growth, Harley-Davidson modified its process for new product development cost management to better focus on managing product cost through all phases of development. This process links the cost of new products to corporate financial objectives and provides an iterative process of cost understanding with development objectives. Product Cost Management at Harley-Davidson encompasses the elements of Business Planning and Target Based Performance. This presentation will describe the journey to Product Cost Management at Harley-Davidson and the inclusion of Knowledge Based Tools to make it successful. Through a case example, you will learn how Harley-Davidson strikes a balance between Quality, Cost and Timing by applying this process in the understanding of product cost during early development.

Ensuring Product Ramp-up and Successful Product Transitions

Reducing Transition to Production Risks

Robert Hawiszczak
Technical & Strategy Starpoint
Raytheon Corporation

Concerned about their ability to move efficiently from product development to full rate production, Raytheon Operations and Engineering sponsored a project to create an improved process for Product Readiness capability. Closer alignment of product development with internal manufacturing and key suppliers was critical. The process focused on improving the existing "Gating process, " specifically, Gate 10. It is the culmination of a series of "gates" that are used at key transition points in the life cycle of a development program. Gate 10 looks at the maturity of a product design and its readiness to move into production. Key deliverables of the effort included: a Business Unit Operating instruction for Gating application, an improved Gate 10 and a detailed Gate 10 checklist. The process is deployed as a self-assessment with input from internal program and external production readiness experts leading to consensus on risks and corrective actions.

IBM's Reengineering for Profitable Product Development

Paul C. Aspinwall
Process Architect
IBM

In August of 1993, IBM CEO Louis V. Gerstner commissioned seven reengineering efforts with an objective to improve effectiveness and efficiency in IBM's efforts. Several of these efforts centered around selecting which business areas and products to invest in, and how to better manage the resulting projects and business areas. This talk will focus on the Market Planning and Product Development business process and their interactions as embodied in IBM's Integrated Product Development process model. Executive, project, and support teams will be highlighted along with the experience in measuring transformation progress.
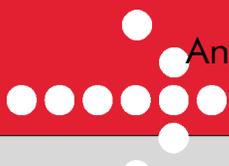
Portfolio & Pipeline Management

September 24-26, 2001 / Chicago

- Select the portfolio
- Determine how to share resources across projects
- Increase Throughput

Product Development and R&D Metrics

October 15-17, 2001 / Chicago

- Measure the financial impact of investments
- Align metrics across projects
- Improve performance and ROI

Strategic Management of Technology and Product Lifecycles

November 13-15, 2001 / Santa Clara

- Optimize timing
- Plan technical and other requirements
- Optimize long-term profitability

Management Roundtable is pleased to introduce an exclusive conference series on planning and decision-making for product development executives. If your organization is mapping out its product portfolio and resource requirements for 2002, this series will provide expert individualized guidance and cutting-edge insights to enable greater overall profitability.

How the Series Works

Three conferences, complete with leading-edge case studies, keynotes, and workshops are offered roughly a month apart. The first conference, **"Pipeline & Portfolio Management: Balancing Multiple Projects with Limited Resources"** focuses on selecting the portfolio, rationalizing the pipeline, allocating resources, and organizing people effectively; the second **"Product Development and R&D Metrics: Quantifying and Justifying Product Portfolio Decisions"** adds performance measurement and economic analysis to the equation, while the third event **"Strategic Management of Technology and Product Lifecycles"** covers the art and science of long-term planning and optimization of both products and resources.

Since portfolio management, metrics and lifecycle management are inter-connected and interdependent, the learning at these conferences will also be linked. The facilitators who will help participants synthesize the information and learning are **Dr. Robert G. Cooper and Dr. Scott J. Edgett** – creators of the widely used Stage Gate™ process and Portfolio Management and world-renowned in new product development.

Cooper and/or Edgett will be at each of these conferences, providing a keynote talk as well as leading a private session for Series subscribers.

The private sessions will be held toward the end of each event and will be a time for Series participants to discuss their individual situations, questions, and forward plans with each other as well as with Dr. Cooper or Dr. Edgett. Because Cooper/Edgett will work with subscribers through all three events, the learnings will be integrated and synthesized.

A final summary report of key findings will be provided to Series subscribers after the conclusion of the third event. Questions that come up between events (or after) may be directed to Dr. Cooper or Dr. Edgett via e-mail or through Management Roundtable. All participants will also be offered the opportunity to continue their working relationship as part of an ongoing e-mail networking group.

* More information about all three conferences and the Series is available upon request.
Call **800 338 2223** or visit our website at **www.ManagementRoundtable.com**

Summary of Benefits

Subscribers to this Series receive:

- **Individualized planning input** from two of the foremost product development experts in the world

- **New learning** from 3 cutting-edge conferences and a choice of hands-on workshops. The various approaches will be synthesized by Series facilitators to provide the necessary **context so the ideas can be applied in your organization**

- **Full registration package for each event** (2 day conference plus full one-day workshop or two half-day workshops, plus complete set of reference materials) – **transferable to anyone from your organization**, i.e. the same individual need not attend all three sessions

- **35% cost-savings** over individual conference/workshop fees

- **Summary report of findings** from the semi-private sessions

- Special **networking opportunities** with Series facilitators and conference faculty and follow-up **question privileges**

- **Ongoing access to information** through Management Roundtable. Subscribers may call and ask for contact information, copies of slides, additional literature, and more, as needed

Learning Objectives

By participating in this program, you will learn:

- How to choose and manage your product portfolio to create high value and ROI
- How to allocate resources strategically
- How to share fixed resources across multiple projects and teams
- How to determine the right number of projects for your pipeline
- How to resolve organizational conflicts and divided loyalties
- How to build agility and customer-responsiveness into your processes
- How to develop metrics to provide real-time feedback
- How to select and implement metrics linked to your corporate strategy
- About IT systems and tools to enhance decision-making and communication
- How to plan resources, technology and components for the entire life of a product
- How to transition seamlessly from one project to the next
- How to make sure your product portfolio has the right mix of new products, extensions, etc.
- How to balance between high and low risk, long term and short, across markets and technologies, across different types of innovation
- How to ensure realization of business strategy through your new product efforts

About Our Facilitators

Dr. Robert G. Cooper is a world expert in the field of new product management. He has been labeled "the quintessential scholar" in the field of new products in the U.S. publication, Journal of Product Innovation Management, and "one of the preeminent experts on new product development" in an editorial in the US publication, Industrial Marketing Management. He is a Professor of Industrial Marketing and Technology Management at the Michael G. DeGroote School of Business, McMaster University in Ontario, Canada.

Dr. Scott J. Edgett is an internationally recognized expert in the field of new product development and portfolio management. He has been called "a leading expert in the field of developing effective new product processes". He is an Associate Professor of Marketing at the Michael G. DeGroote School of Business, McMaster University in Ontario, Canada.

Who Should Attend

This series is highly recommended for VPs, Directors and Managers of Product Development, Engineering, R&D and Technology Development, Program Managers, Project Leaders, Team Leaders and anyone with responsibility for product strategy, portfolio management, resource planning, cross-functional development and/or business process improvement. The series also provides an excellent setting to align priorities across functions and business units.

Knowledge-Centric New Product Development

Charles "Chad" Weinstein, Director, Knowledge Management Services, Sopheon Corporation

Research indicates that nearly half of new product development (NPD) efforts fail. This presentation explores how a growing number of companies are beating these odds by deploying proven information management technologies and techniques and improved market, competitive and technology research in novel ways. These NPD organizations are becoming "knowledge-centric," demonstrating:

- Improved ideation and innovation
- Better-informed strategic decision-making, selecting winning projects, etc.
- Coordinated and informed project teams
- Collaborative work processes within and among project teams
- Learning that is shared among projects and captured for future re-use.

This presentation will focus on an evolutionary process for developing these features, using examples from research and client engagements.

## Product Lifecycle Automation - Accelerating Product Development

Paul Webb, Chairman, XIS

Developing products globally has become so complex that it threatens to fall into chaos. To create and introduce the best products, in a predictable and repeatable fashion, requires consistent, well-managed processes across a company. Forward thinking organizations are leveraging the latest technologies to:

- Automate product development
- Effectively manage resources
- Provide visibility into the development pipeline
- Support strategic portfolio decisions

Learn how global 1000 companies are using Product Lifecycle Automation to gain a competitive advantage. Walk away with a white paper outlining the benefits of Product Lifecycle Automation and the technology necessary for its implementation. Quantify the benefits specific to your company with our ROI calculator.

Constraints-based Portfolio and Pipeline Management: Delivering More, Faster and with the Same Resources
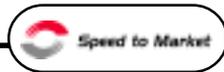
Sanjeev Gupta, CEO, Speed to Market

All of us intuitively know that R&D ROI can be increased by 100-200% if resources (technology, people, machines etc.) are allocated to the most attractive opportunities and stable priorities are set during execution. Question is - how to do it in an environment of high variability, conflicting objectives and limited, unreliable data?

Sanjeev will present how companies such as LSI Logic, Medtronic, Philips, Pharmacia, Seagate and Siemens are using a new approach – constraints based resource optimization – to boost R&D ROI. Benefits of this approach include boost in throughput and speed (by 30-50%), reduced data needs (by 50-75%), and increased management control.

Sanjeev Gupta is CEO of Speed to Market. Speed to Market offers solutions for managing product development and is based in San Jose. Before this, Sanjeev was founder & CEO of Thru-Put Technologies, a supply chain software company that was acquired by MAPICS. He has also held multiple management positions with Xerox.

Registration Form

Dates

The **conference** will begin at 8:30 am (registration and continental breakfast at 6:45 am) on Wednesday, November 14, 2001 and will adjourn at 2:30 pm on Thursday, November 15, 2001. **Optional pre-conference workshops** are offered on Tuesday, November 13, 2001 from 8:00 am – 5:00 pm.

Location & Hotel Accomodations

The conference will be held at the Santa Clara Marriott, 2700 Mission College Blvd., Santa Clara, CA 95054. Please call 800.228.9290 for reservations or visit their website: http://www.marriott.com. Be sure to mention Management Roundtable to receive the special rate of $179/night (limited block of rooms available – reserve today).

Program Fees

Fees include program materials, luncheons, reception, continental breakfasts, refreshment breaks, 3-month subscription to Product Development Best Practices Report, **and a complimentary one-year subscription to the _Sloan Management Review._**

EARLY REGISTRATION: UNTIL SEPTEMBER 21, 2001
2 day conference $1495
2 day conference and 1 half day workshop $1990
2 day conference and 2 half-day or one full day workshop $2485
1 half-day workshop (stand-alone) $695
2 half-day workshops or 1 full day workshop $1295

AS OF SEPTEMBER 22, 2001
2 day conference $1595
2 day conference and 1 half day workshop $2090
2 day conference and 2 half-day or one full day workshop $2585

NPD Executive Series (see page 8)
3-Conference Series $5000
Any 2-Conferences $4000

Team Discounts

Groups of 3 or more may deduct $100 per person on the 2-day conference. Groups of 6 or more please call for special pricing.

No-Risk Guarantee

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

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.

FOUR WAYS TO REGISTER

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

Fax to   **781-398-1889**

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

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

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

❑ **NPD Executive Series**
❑ **Conference** (November 14-15)
❑ **Pre-Conference Workshops:** (November 13)
    ❑ **A** (am) ❑ **C** (pm)
    ❑ **A** and **C OR** ❑ **B** (full-day)

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Strategic Management of Technology and Product Lifecycles

November 13-15, 2001 ● Santa Clara, CA

Attend this event and learn:

- **Hewlett-Packard's** approach to product generation for complex adaptive systems

- **Sun Microsystems'** strategy for integrating technology into product architecture

- **Harley-Davidson's** success at applying a product cost management process during early development to strike a balance between quality, cost and timing

- Methods to determine what new technologies can create distinct competitive advantage for your organization

- **Raytheon's** process for reducing transition to production risks

- Strategies for balancing incremental versus radical innovation

- How to develop new products, at a faster pace without sacrificing the innovation that put you ahead of your competitors

- **IBM's** reengineering efforts to integrate Market Planning and Product Development business processes for greater efficiency and effectiveness

- How to execute effective cross enterprise collaboration to increase speed to market and reduce lifecycle costs

- How **IKOS** balances customer requirements with rapid innovation demand to create breakthrough new products