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Christopher Meyer, Ph.D.
Chairman, Strategic Alignment Group;
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Dr. Robert G. Cooper
Professor, McMaster University;
author of *Winning at New Products*



K. L. Seshu Seshasai
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Speeding Innovation ***Concept-to-Launch in Record Time***



DECEMBER 4-6, 2006 • SAN DIEGO

“The world’s most successful companies are proving to be expert at spotting new opportunities, marshaling their forces, and bringing to market new products or services in a flash.”

— Business Week

BACKGROUND AND OPPORTUNITY

The race is on to turn customer insights into innovative new products and speed them to market. Accelerating development is not new; time has always been critical in product development. But now, with today’s hyper-competition, you must not only be fast, you must aim for the opportunity ‘white space.’ If you hit it, the gains are tremendous — if you miss, the losses are equally great.

With such high stakes, being fast and innovative raises many practical questions:

- Should you lock in requirements early for speed’s sake — or remain open as long as possible to breakthroughs?
- How do you build predictability into your schedule?
- Is outsourcing indeed a time-saver, and/or does it risk your company’s innovation ‘crown jewels’?
- Should you try to be first to market, or a fast follower? Which leads to better ROI?
- How do you create a process and culture where rapid experimentation and ‘failing fast’ is truly OK?

Management Roundtable’s exclusive conference ***“Speeding Innovation: Concept-to-Launch in Record Time”*** brings together the industry leaders to explore these questions and many others. At this first-of-its-kind event, participants will learn how other practitioners have implemented new techniques and achieved outstanding results; they will also receive forward-planning insights from the foremost experts and visionaries.

Overall, the purpose of this conference is to take the “luck” and “hit-or-miss” out of rapid innovation — to instead provide realistic and achievable action steps. In this respect, ***“Speeding Innovation”*** is a breakthrough in its own right.

Distinguished Faculty

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Who Should Attend

Anyone responsible for getting innovative products to market quickly — from any industry or company size. This conference offers methods to suit both short- and long-cycle industries as well as companies with different operating styles and cultures. It will be especially useful for VPs, Directors and Managers of:

- **Product Development**
- **R&D**
- **Technology Development**
- **Process Improvement**
- **Program Management**
- **Advanced Concept Development**
- **Innovation**
- **New Business Development**
- **Sourcing and Supplier Management**

Because speed and innovation hinge on cross-functional processes, communication and collaboration, this conference is an excellent opportunity for teams to attend together. Special rates are offered for groups of 3 or more (see page 15)

KEYNOTE PRESENTERS

Christopher Meyer, Ph.D., Chairman, **Strategic Alignment Group, Inc.**; Faculty, **Stanford University**; and author of *Fast Cycle Time: How to Align Purpose, Strategy & Structure for Speed*

K.L. Seshu Seshasai, Executive Vice President, **Textron Fastening Systems**

Dr. Robert G. Cooper, Professor, Industrial Marketing & Technology Management, **McMaster University**; President, **Product Development Institute**, author *Winning at New Products* and *Lean, Rapid and Profitable Product Development*

CASE STUDY AND TOOLS PRESENTERS

Stephanie Barry, Director, Global Innovation, **WD-40 Company**

Laura Elan, Program Director, Personal Audio, **Shure**

Melissa Dykema, Market Planning Manager, **Cargill**

Jeff Tucker, Director of Program Management, **JDSU**

Greg Githens, Managing Partner, **Catalyst Management Consulting**

Randy Herggett, Director of Product Development, **Hewlett-Packard**

Doug R. Brandt, Director, DMO Project Office & Operational Support, **Abbott**

Guy M. Merritt, Director of ONT Engineering, **Tellabs**

Peter Balyta, Director of Co-Development and Alliances, **Texas Instruments**

Pragnesh Shah, VP, Product Innovation, **Sprint Nextel**

Seth Burgett, Director, Systems Engineering, **Bausch & Lomb**

Kathryn Liburdi, Service Development Specialist, **Pratt & Whitney**

Taher Khorakiwala, Director, Strategic Services, **Realization**

Keith Perrin, Solution Marketing, New Product Development, **UGS**

WORKSHOP LEADERS

Preston Smith, **New Product Dynamics**, co-author of *Developing Products in Half the Time*

Greg Githens, Managing Partner, **Catalyst Management Consulting**

Dr. Scott S. Elliott, Founder and Managing Partner, **TechZecs LLC**

Mitch Beaumont, Principal, **PRTM**

Gaitri Chandra Raj, Manager, **PRTM**

Agenda

MONDAY, DECEMBER 4, 2006 Pre-Conference Workshops

7:00 – 8:00	Registration/Continental Breakfast
8:00 – 12:00	A. Balancing Trade-offs Between Speed, Flexibility, Quality & Cost , Preston Smith, New Product Dynamics
8:00 – 12:00	B. Accelerating Innovation: Strategic Choices & Practices , Mitch Beaumont & Gaitra Chandra Raj, PRTM
12:00 – 1:00	Lunch
1:00 – 5:00	C. The Right Toolbox for High-Speed Innovation & NPD , Greg Githens, Catalyst Management Consulting
1:00 – 5:00	D. Accelerating Global Teams and Alliances , Scott Elliot, TechZecs

TUESDAY, DECEMBER 5, 2006 Conference Day One

7:00 – 8:00	Registration/Continental Breakfast
8:00 – 8:15	Welcoming Remarks, Management Roundtable
8:15 – 9:30	Keynote: Speeding Past Today's Success , Christopher Meyer, Ph.D., Strategic Alignment Group, Inc.

ACHIEVING HIGH SPEED WITH FAST, DATA DRIVEN DECISION-MAKING

9:30 – 10:15	Case Study: WD-40 No Mess Pen: A Quick Draw to Success , Stephanie Barry, WD-40 Company
10:15 – 10:45	Refreshment Break
10:45 – 11:30	Case Study: Balancing Unrestrained Creativity with ROI & Time-to-Market , Pragnesh Shah, Sprint Nextel Corporation
11:30 – 12:15	Case Study: Speed to Market and Project Success in 14 Weeks , Melissa Dykema, Cargill
12:15 – 1:30	Lunch

	TRACK A. CREATING THE CULTURE AND CAPABILITY FOR SPEED	TRACK B. TOOLS AND TECHNIQUES TO REDUCE NPD LEAD TIMES
1:30 – 2:15	Case Study: JDSU's Improvement Map for Speeding Product Development , Jeff Tucker, JDSU & Greg Githens, Catalyst Management Consulting	Case Study: Execution: The Missing Link , Taher Khorakiwala, Director, Strategic Services, Realization
2:15 – 3:00	Case Study: The Magic of Execution — How HP Became a Market Leader , Randy Hergett, Hewlett-Packard	Case Study: Transforming the Process of Innovation , Keith Perrin, UGS
3:00 – 3:30	Refreshment Break	Refreshment Break
3:30 – 4:15	Case Study: Speeding NPD with Faster, Predictable Software Product Development , Kathryn Liburdi, Pratt & Whitney	TBD

PLENARY

4:15 – 5:15	Keynote: Achieving & Sustaining High Speed in NPD , K.L. Seshu Seshasai, Textron Fastening Systems
5:15 – 6:45	Closing Remarks Day One; Networking Reception

WEDNESDAY, DECEMBER 6, 2006 Conference Day Two

6:45 – 8:00	5K "Full Speed Ahead" Fun Run
8:00 – 8:45	Continental Breakfast
8:45 – 10:00	Keynote: Lean Rapid & Profitable Product Development — Accelerating the Process from Idea-to-Launch , Dr. Robert G. Cooper, Product Development Institute
10:00 – 10:15	Refreshment Break

BALANCING SPEED, QUALITY AND COST

10:15 – 11:00	Case Study: Ideation for Compressed Time-to-Market , Seth Burgett, Bausch & Lomb
11:00 – 11:45	Case Study: Speed Freaks: Developing Products at the Speed of Light , Guy M. Merritt, Tellabs
11:45 – 1:00	Lunch

ORGANIZING FOR SPEED

1:00 – 1:45	Case Study: Leveraging Co-Development for Increased Speed to Innovation , Peter Balyta, Texas Instruments
1:45 – 2:30	Case Study: Speeding Product Development By Changing the Project Management Mindset , Doug Brandt, Abbott
2:30 – 3:15	Case Study: Zero Tolerance — A Paradigm for Predictable, On-Time Product Delivery , Laura Elan, Shure, Inc.
3:15 – 3:30	Conference Wrap-Up

24 Key Benefits

By participating, you will learn:

- 1. How WD-40's Team Tomorrow changed its approach; which steps were bypassed, quickened or done simultaneously*
- 2. How Shure's "Zero Tolerance" program shifted a traditional phase-gate product development process into a fast, flexible, but still predictive process*
- 3. How to implement practices such as "rolling the schedule," fast failure, early re-scope, and de-emphasizing the budget*
- 4. How to implement better product definition, front loading, and project level risk analysis*
- 5. Cross-functional test strategies that result in months taken off project schedules*
- 6. How HP used critical chain principles and more than doubled the number of model launches while reducing R&D costs by 25%*
- 7. How to improve project pace, risk and reliability of embedded software development*
- 8. How Tellabs' "Speed Freaks" (a team of 30 engineers) developed 7 new products within just 18 months*
- 9. How to provide the infrastructure for teams to achieve speed without sacrificing quality*
- 10. How Texas Instruments leveraged co-development to increase innovation speed and strengthen its core capabilities*
- 11. How to change the project management mindset; critical chain management and metrics to enable rapid project completion*
- 12. How to maintain team morale and retention throughout highly demanding process changes*
- 13. How to ensure that increased speed does not negatively affect other metrics; how to tie directly to your company's financial performance*
- 14. How designing for customer experience (vs. features and benefits) speeds innovation*
- 15. Development methodologies — beyond phase gate — that better support breakthrough thinking*
- 16. How to change from an internal product development focus to "eco-system innovation sourcing"*
- 17. How to re-define cross-functional development structures and processes*
- 18. How to make sure your idea-to-launch process is adaptable and flexible*
- 19. How to execute a strategy for speed — what organizational structure is best; how to standardize (and simplify) processes, communication and decision-making*
- 20. How to get products through your innovation pipeline faster*
- 21. When to go outside for R&D — key criteria and metrics*
- 22. Tools and technologies to enable fast decisions*
- 23. How to gain faster innovation through global partners; how to tap into specialized knowledge*
- 24. When and where speed pays off — weighing market readiness, product quality, cost, and speed*



“How fast you decide what to do (and how to do it) is more important than how fast you execute.”

— Christopher Meyer
Strategic Alignment Group

Speeding Past Today's Success

Christopher Meyer, Ph.D.

Faculty, **Stanford University**; Chairman, **Strategic Alignment Group, Inc.**; and author of *Fast Cycle Time: How to Align Purpose, Strategy & Structure for Speed*

Let's declare victory. Fifteen years ago, few companies had effective product or technology roadmaps, integrated development teams were the exception, and disciplined development processes were a rarity. Much progress has been made, and more importantly, revenue and market share growth confirms the value. Victory! That said, every solution carries within it the seeds of the next generation's problems. The multitude of process improvement has led to cases where process excellence often thwarts rather than propels execution. We're off-shoring the least complex aspects of development to reduce cost when some of the most insightful and creative ideas are being launched in so-called less-developed economies. Bottom line: Success could kill us.

In his keynote address, Dr. Meyer will outline how we must apply our own brand of innovation to ensure continued success. Recommendations include:

1. Design for customer experience versus features and benefits
2. Add development methodologies beyond phase-gate to better support breakthrough innovation
3. Change from internal product development focus to 'eco-system' innovation
4. Re-define multi-function to multi-organization development structures and processes
5. Address creative leadership and technology leadership gaps



Dr. Christopher Meyer is Chairman of Strategic Alignment Group and on the Innovation Management program faculty at Stanford University. An internationally recognized speaker on innovation and time-to-market strategies, he is also a recognized leader in designing performance management systems, emphasizing approaches that support creativity balanced with managerial control. Dr. Meyer is the author of *Fast Cycle Time: How to Align Purpose, Strategy & Structure for Speed*. Firms such as Genzyme, Cisco Systems, Johnson & Johnson and Hewlett-

Packard have reduced time to market, improved service responsiveness and increased operating effectiveness using *Fast Cycle Time* as their roadmap. Dr. Meyer also authored *The Second Generation of Speed* (*Harvard Business Review*, April, 2001).

His second book, *Relentless Growth: How Silicon Valley Innovation Strategies Can Work in Your Company*, (The Free Press 1998) outlines how to design growth strategies that are relevant to today's high-speed, global knowledge economy. Dr. Meyer has held executive positions at Silicon Graphics and Zilog and has served on the faculty of the University of Southern California, University of Minnesota, and as academic director of *Fast Cycle Time Strategy* at Stanford University. He received his Ph.D. and masters in organization strategy and design from the University of Southern California, and holds a B.S. in economics from the Wharton School of Finance and Commerce.

Achieving and Sustaining High Speed in New Product Development

K.L. Seshu Seshasai

Executive Vice President, **Textron Fastening Systems**

Speed is relative and can be measured many different ways and in many different areas of New Product Development (NPD). Typically, organizational or process changes made to improve NPD speed deliver short-lived benefits that cannot be fully leveraged unless linked to the rest of the organization's efforts.

NPD/Innovation activity is iterative and has a financial impact on each function as well as on the top line and bottom line of businesses. Many companies are able to achieve and measure high speed within different processes but are ineffective at sustaining speed and translating its direct impact on the overall financial performance and metrics of the organization.

Mr. Seshasai will provide a framework to systematically link activities and metrics which build the capability (and culture) to achieve and sustain high speed. Specifically, he will address:

- Key phases and building blocks (within the phases) necessary for sustainable innovation
- New steps and tools to achieve speed goals in all functions and at all levels of planning and strategy development
- How to embed new processes into the company's culture
- How to ensure that increased speed will not negatively affect other metrics
- How to collectively tie the impact of high speed in each area to your company's financial performance



K.L. Seshu Seshasai joined *Textron Fastening Systems* (Troy, Michigan, www.textronfasteningsystems.com) as executive vice president, technology almost four years ago, and immediately instituted a series of major initiatives that improved the *Textron (Inc)* subsidiary's ability to drive for market accepted new products. His process initiatives effectively

helped change the company's culture to one that focused on and supported the innovation and new product development central to the business, along with the introduction of new metrics that tracked performance. As he emphasizes, "Implementing these processes and following them by tracking the metrics that are the key drivers for fostering continued growth." Seshu introduced metrics for individual performance, team performance, projects' profits contribution to the bottom line, continual margin growth, intellectual property growth, and more. The two he considers as key relate to financial performance: 1) new product sales growth and 2) margin growth.

Lean Rapid & Profitable Product Development: Accelerating the Process from Idea-to-Launch

Dr. Robert G. Cooper

Professor, Industrial Marketing & Technology Management, **McMaster University**; and President, **Product Development Institute**; author of *Winning at New Products*

The quest for accelerated and leaner product development is stronger than ever. Facing heightened competition, increasingly demanding customers, and short term financial pressures, management must figure out how to drive new products to market quickly — and at the same time, not kill true innovation altogether.

Dr. Robert Cooper will outline the latest approaches to accelerating the innovation process, including how to:

- Make your idea-to-launch process adaptable and flexible
- Accelerate activities and simultaneous execution
- Calculate the risk — balance the cost of delay versus the cost of being wrong
- Scale your idea-to-launch process to suit different types of development projects
- Remove waste by focusing on the Value Stream in development
- Ensure that the resources are in place (and not overloading the development pipeline)
- Build in the Seven Principles of Lean, Rapid and Profitable new product development
- Use NexGen Stage-Gate® and overhaul your existing new product process.

Finally, and perhaps most importantly, Cooper outlines the risk of over-emphasizing speed — "the dark side of acceleration," including incrementalism and lower value portfolios — and he will tell you how to avoid these traps.



Dr. Robert G. Cooper, author of best-selling books *Winning at New Products* and *Portfolio Management for New Products*, has published more than 95 articles on new products, R&D and innovation management. Cooper is Professor of Industrial Marketing and Technology Management at McMaster University (Ontario, Canada) as well as founder and

president of the *Product Development Institute*. Recognized as a world expert in the field of new product development, and founder of the *Stage-Gate®* process, Cooper's methods have been introduced globally by many companies including P&G, 3M, ABB, AT&T, Carlsberg, Caterpillar, Dow Chemical, Dupont, Exxon Chemicals, HP, ITT, Kraft Foods, Kennametal, Lego, Pfizer, VISA and many others.



“In an era in which once-mighty dinosaurs are struggling to survive, the alternative to fast and lean may soon be...gone.”

— Business Week

TUESDAY, DECEMBER 5
CONFERENCE DAY ONE

Achieving High Speed with Fast, Data Driven Decision-Making

WD-40 No Mess Pen: A Quick Draw to Success

Stephanie Barry, Director, Global Innovation, **WD-40 Company**

Stephanie Barry, who was named one of Business Week’s Top 25 Innovation Champions, will tell the story behind the the WD-40 No-Mess Pen — the first-ever line extension for the WD-40 brand. Ms. Barry will give candid insights into why WD-40 explored this product opportunity, the steps taken to make this innovative leap, and how this product reached the market in record pace. Specifically, Ms. Barry will share:

- How WD-40 paved the way to a highly successful product development process and structure — the creation of Team Tomorrow
- How WD-40 leveraged its product development process to accelerate the launch cycle
- Which steps were bypassed, quickened or done simultaneously
- What was done to achieve top-down buy-in
- How this approach allowed WD-40 to win customer approval
- How WD-40 used Virtual R&D to gain speed, innovation — and still maintain quality

Balancing Unrestrained Creativity with ROI and Time-to-Market

Pragnesh Shah, Vice President, Product Innovation, **Sprint Nextel Corporation**

Many companies have large R&D staffs and budgets, and both product and service companies have core teams that develop and market new products. But how does one explore and incubate ideas that go beyond core R&D — ideas that are too speculative to fund and launch into market today? What changes in company governance, metrics, methodology, and culture are needed to foster and drive such speculative ideas, many of which may never be commercialized? How does one strike a balance between creativity and unrestrained exploration on one hand, with the need for return on investment and time-to-market goals on the other? How does innovation align or mis-align with corporate strategies in uncharted territory? Pragnesh Shah will discuss these issues, including methods and ingredients for success as well as key challenges that still remain.

Speed to Market and Project Success in 14 Weeks

Melissa Dykema, Market Planning Manager, Cargill

What do you do when your organization is not only pursuing innovation for distinct value and growth, but also aggressively pursuing speed to market? Cargill has focused on new Portfolio and Project Management (PPM) techniques for greater process efficiency. Ms. Dykema will discuss the PPM initiative (started in the Food Ingredients & Systems North America group of businesses) that resulted in a common process methodology for new product and services development. She will share how the group “broke the mold of working in old ways” and how buy-in was achieved across diverse and complex businesses and geographies. She will outline the steps to designing a single coherent project management process for a business group — similar to the one which enabled Cargill to achieve new success in record time.

Track A. Creating the Culture and Capability for Speed

JDSU's Improvement Map for Speeding Product Development

Jeff Tucker, Director of Program Management, JDSU and Greg Githens, **Catalyst Management Consulting**

JDSU, a manufacturer of electrical test equipment, has been on a multiyear journey to improve its time to market. This presentation will review tools and disciplines such as better product definition, front loading problem solving, and project level risk analysis. Successful improvements have been made to development efforts by way of increased communication methods, minor and major process revisions, and cross-functional test strategies — resulting in months taken off project schedules. An overall team-based culture focused on improving TTM was also introduced and amplified over time.

Hear what worked, what didn't, and how you might apply similar approaches.

“This conference was a good opportunity to benchmark the state of the art of the NPD process.”

Ferruccio Fenoglio, IVECO

The Magic of Execution: How HP Became a Market Leader

Randy Hergett, Director of Product Development, Hewlett-Packard

In 2006 HP declared a bold vision to be the “symbol of photography” in the 21st century and launched a full portfolio of digital photography solutions. HP's R967 is the world's first consumer 10 megapixel camera. This is a tremendous achievement, says Randy Hergett, “considering that just a few years ago we were struggling to keep pace with the competition and meet our launch dates. The turning point was when in 2004 our senior management team identified that while we were great at conceptualizing technologies and products, execution is what kept us from achieving great results. Therefore we decided to implement an Execution Management system based on critical chain principles. Within one year we more than doubled the number of models and launched them all on time while reducing our R&D costs by 25%.”

Speeding NPD with Faster, More Predictable Software Development

Kathryn Liburdi, Service Development Specialist, Pratt & Whitney

In today's increasingly digital world, software development has become a critical component of product development. Often hardware delivery depends on developing embedded software. In fact, many times the software itself is the deliverable. Speeding product development, then, means innovating faster, more predictable ways to build software.

Hardware engineering isn't easy, but it clearly has advantages over software. The product can be described and designed in unambiguous, measurable terms: length, weight, material types, tolerances. It can be modeled, then translated to the proper scale with no change to the fundamental engineering. Project schedule and components can be reliably predicted based on previous similar experiences. None of these statements is true of software, a newer discipline, which sometimes feels more like an art than a science. Moreover, the more complex the system, the less effective the traditional hardware engineering process is.

In this presentation, Kathryn Liburdi will look at different software development models and types of projects in which each is effective. In particular, she will focus on the challenges of a complex system, using the Advanced Diagnostics and Engine Management (ADEM) system as an example, to explore lessons learned that can improve project pace, risk and reliability.

Track B. Tools and Techniques to Reduce NPD Lead Times

Execution: The Missing Link

Taher Khorakiwala, Director, Strategic Services, Realization

In winning organizations everyone knows what to do and when to do it. Without this knowledge, targets are missed and opportunities are lost. At the same time, due to the intrinsic uncertainties in New Product Development, execution is what stumps managers. Drawing on case studies from leading high tech companies, Taher will present a new method of managing execution that ensures timelines are met — and even exceeded — despite the uncertainties. He will then outline how to use this method to increase NPD speed and throughput.

Transforming the Process of Innovation: Powering New Product Development and Introduction Success

Keith Perrin, Solution Marketing, New Product Development, UGS

Innovation can come in many different forms and is more than just cool new products or technologies. The clever part is linking it all together to meet an objective that differentiates it from the crowd. However, wiring people and processes together to select and execute the right ideas and bring them to market at the right time, in the most effective way, is harder than it would appear.

Together Aberdeen Group & UGS undertook research to examine what makes leading companies successful and to outline tangible actions that can help transform the process of innovation. The world's most innovative companies share several commonalities:

- 3x more likely to regularly use measures and key performance indicators
- 3x more likely to have a senior management responsibility
- 4x more likely to have integrated & centralized data

This presentation will discuss these key success factors and specific actions companies can take.

“Extremely useful. The one occasion where you can have a very representative sample of what others are doing or thinking to improve their R&D processes.”

Marco Tivelli, Tenaris

WEDNESDAY, DECEMBER 5 CONFERENCE DAY TWO

6:45 – 8:00 **“Full Speed Ahead” Fun Run**
Join your colleagues for either a 5K race or an easy, non-competitive 1-mile jog along a scenic route. Refreshments, prizes, and San Diego sunshine for all — great for teambuilding! (Pre-registration requested for planning purposes.)

Balancing Speed, Quality & Cost

Ideation for Compressed Time-to-Market

Seth Burgett, Director, Systems Engineering, Bausch & Lomb

One of the keys to being successful within the world of startups is the balance of ideation with the execution of product development. Nurturing the ideation process and executing product development are generally conflicting activities. This session presents Seth Burgett's previous experience at a company where he helped launch a revolutionary medical device to the global marketplace in preparation for a successful IPO. His team was not only able to introduce disruptive technologies under a predictable timeline, they met the incredible demands of a late stage startup. Learn the importance of leadership and motivation in achieving these goals.

Speed Freaks: Developing Products at the Speed of Light

Guy M. Merritt, Director of ONT Engineering, **Tellabs**

This session will outline product development practices that were used to create a new optical-based product family in support of one of the world's largest fiber to the premises (FTTP) deployments for triple play services. Within an 18 month period, a team of 30 engineers was able to develop 7 new products designed to be placed on customer premises. Guy Merritt will describe how culture, people, technology and processes came together to achieve incredible product development speed without sacrificing quality.

Organizing for Speed

Leveraging Co-Development for Increased Speed to Innovation

Peter Balyta, Director of Co-Development and Alliances, **Texas Instruments**

The E&PS division of Texas Instruments has been leveraging co-development to increase speed of innovation and strengthening its core capabilities. Peter Balyta will discuss how TI successfully used global co-development to tap into pockets of specialized knowledge throughout the world to increase innovation and speed of software development. He will outline the key factors for success including processes, communication, and training. He will also explain how the effective global co-development of software helped TI significantly reduce its product development cycle. Attendees will walk away with concrete actions to consider for implementation in their own organizations.

Speeding Product Development by Changing the Project Management Mindset

Doug R. Brandt, Director, DMO Project Office & Operational Support, **Abbott**

Rapid New Product Development requires an integrated toolset to ensure the output of quality products in a facile, lean development and production environment. The tools of traditional project management may not offer the best options for the rapid development of high quality products. Further, enterprise-wide implementation of facile, lean project

management tools may not result in the desired outcome if the behaviors underlying these tools, as well as those needed to support their implementation, are weak or nonexistent within the organization. We present arguments that critical chain management tools are facile and lean; approaches are presented to ensure that behaviors consistent with critical chain are promulgated throughout the organization. Mindsets are discussed that are contrary to this endeavor which are implicit in non-lean planning tools; alternatives are identified. Finally, case studies are presented to illustrate the power of critical chain management, including the utility of metrics to measure and communicate project status, the capability to enable rapid project completion at the appropriate level of quality, and the possibility of maintaining team morale and retention during this demanding process.

Zero Tolerance: A Paradigm for Predictable, On-Time Product Delivery

Laura Elan, Program Director, Personal Audio, **Shure**

Shure Inc. has a legacy of delivering high quality, high performance, professional audio electronics and microphones. The pace of product development is seldom pushed at the compromise of quality and performance, an appropriate paradigm for customer segments with little competitive advantage from being first-to-market or fast-to-market. With Shure's business expansion into a new customer space, that of consumer products, this paradigm no longer served the business. Product availability for consumer product resellers is simple: late means "no sale."

Ms. Elan will discuss the challenge of shifting a traditional phase-gate product development process into a fast, flexible, but still predictive process that delivers products on time. She will introduce the paradigm of "Zero Tolerance," a cultural shift used to change behaviors and expectations of project planning and execution. She will examine a number of product development examples that leverage ideas such as "rolling the schedule," fast failures, early re-scope, and de-emphasizing the budget.

"A superb venue to find a few "golden nuggets" to apply to the new product development process and a great place to develop contacts to brainstorm with."

Mike Lepp, St. Jude Medical

Morning Session

8:00am - 12:00 noon

A. Balancing Speed, Flexibility, Cost, and Quality

Preston Smith, *New Product Dynamics*,

co-author of *Developing Products in Half the Time*

This practical workshop will help you select your speed objective wisely for each project, choosing the development approach that best suits your business objectives. It will also sensitize you to unproductive tangents that can derail your projects, such as the concern that speed is achieved by “skipping steps” or that speed leads to lower costs.

Through an interactive hands-on format, you will learn:

- How to calculate the cost of delay
- The other five trade-off rules and how to calculate them
- What happens when you demand speed, cost, and scope without prioritizing
- Handling special cases and checking your calculations
- How flexibility may be more valuable than speed — how to achieve both at the same time
- How to avoid the “doing-it-right-the-first-time” trap



Preston Smith began specializing in rapid product development in 1984 as an internal consultant, became an independent management consultant concentrating on time to market issues in 1986, and earned Certified Management Consultant (CMC)

standing in 1990. Preston is co-author of the popular book, *Developing Products in Half the Time*. He has led more than 100 workshops in 23 countries on advanced product development topics and has taught product development courses at several universities. Over a twenty-year period prior to becoming a consultant, he held engineering and management positions with North American Aviation (now part of Boeing), Pratt & Whitney Aircraft, IBM, Bell Laboratories (now Lucent Technologies), and General Motors Research Laboratories, as well as some smaller companies.

B. Accelerating Innovation with the Right Strategic Choices & Practices

Mitch Beaumont and **Gaitri Chandra Raj**,
PRTM

This workshop will provide you with a framework to make the right strategic choices for accelerated innovation. It will also examine specific practices and tools used by leaders to move ideas quickly through the development pipeline. You will receive a self-assessment of product development maturity and exercises to apply the tools within your company. Learn how to:

- Make the right strategic choices to enable speed
- Apply a comprehensive framework to reduce time-to-market
- Enable better and faster decisions from idea through launch
- Facilitate faster project execution
- Use different approaches to speed-up breakthrough vs. incremental innovations
- Leverage metrics to guide and drive continuous improvement



Mitch Beaumont is a Principal in the Product Innovation and Development practice area of PRTM. Based in PRTM's Newport Beach, CA office, Mitch has hands-on expertise in helping companies achieve long-term business objectives by transforming their capabilities in the areas of product innovation and development. His clients are established and emerging companies in the medical equipment, biotechnology, wireless communications, automotive, and consumer electronics industries.



Gaitri Chandra Raj is a Manager in the Product Innovation and Development practice area of PRTM. Based in PRTM's Mountain View, CA office, Gaitri has worked with companies across a range of industries including software, consumer electronics, consumer packaged goods, and life sciences. She has extensive hands on experience working with fast paced organizations where time-to-market has been a key driver of success.

Afternoon Session
1:00pm - 5:00 pm

C. The Right Toolbox for High Speed Innovation and NPD

Greg Githens, Managing Partner, **Catalyst Management Consulting**

There are countless tools available to the new product developer — many claim to improve development speed but are self-serving hype or apply to only the narrowest of situations. This workshop will help you become a product development tools strategist with a systematic approach to select the most appropriate tool(s) for your situation.

In an interactive, “action learning” format, the instructor will focus on participants’ specific needs.

Based on attendee input, discussion will cover:

- Removing speed bumps and rigidity from your development process
- Front-loading the development process to achieve maximum speed
- Rolling wave technique for managing project planning and execution
- Agile product development
- Selecting project lifecycles that foster flexibility

* Note: This workshop involves pre-reading, to be assigned



Greg Githens is an expert in innovation, new product development, and project delivery. He has over 25 years of experience in program management and strategy related to new product development. As senior contributing editor for *PDMA Visions* magazine, Greg has earned a reputation for effectively communicating pragmatic, insightful product innovation tools. Greg is also co-author of *Successful Project Management* and a contributor to the *PDMA Toolbook for New Product Development*.

D. Accelerating Global Teams and Alliances for Fast NPD

Dr. Scott S. Elliott, Founder and Managing Partner, **TechZecs LLC**

A global team can be very powerful and effective in high-velocity new product development. A team of international partners can work around-the-clock to introduce compelling new products into either local or global markets, taking advantage of global skills, diversity and capacity. However, these alliances and partnerships must be formed and managed carefully, with the right communications every step of the way. Forming and managing global alliances for NPD requires investment, excellent planning and special skills. In this workshop, you will learn:

- How to decide what pieces of the project to outsource or off-shore
- How to organize for global team building and management
- How to set and manage expectations
- How to collaborate remotely, minimizing travel
- How to build this team for long-term success



Scott Elliott is well known globally for his experience in high-tech and electronics design, manufacturing and supply chain management. With over 25 years of engineering, management and consulting experience, Scott brings unique, practical insight to all aspects of technology business, including business strategy alignment, supply chain management, world-class manufacturing and R&D management. He is the Founder and Managing Partner of TechZecs LLC, a global firm that practices consulting and interim executive management for high-tech companies. Previous positions include R&D Lab Director, a Wafer Fab Operations Manager and several other senior management positions at Hewlett-Packard. Scott was the founder and worldwide manager of the Process Consulting business for Hewlett Packard's Test and Measurement organization (now Agilent Technologies), based in Amsterdam, the Netherlands. Prior to HP, Scott worked for Lockheed, Physical Electronics Laboratories and Addington Labs.

“This conference was exactly what we needed. It gave me many ideas for programs and improvements we can make to our product pipeline systems. Well worth the time.”

Chris Gusmer, Gusmer Enterprises Inc.

6 Key Deliverables

You will receive:

- 1** Realistic implementation "how-to's" from the foremost NPD experts and practitioners
- 2** Competitive insight into new merging practices — how best-in-class companies are accelerating innovation
- 3** Assessment of current tools and technologies — choose the right one(s) for your needs
- 4** Trade-off analyses and financial metrics to facilitate better decision-making
- 5** Processes to fit your own organization's unique culture and dynamics
- 6** Effective change management, communication and motivational techniques

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.

FAST TRACK MEMBERS receive \$100 discount on the conference fee. Please call 800.338.2223 or 781.891.8080 to register.

Supporting Organizations



Partial List of Participants at Recent MRT Events:

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Special Features

SOCIAL RECEPTION AND NUMEROUS NETWORKING AND IDEA-EXCHANGE OPPORTUNITIES WITH LEADING INDUSTRY EXPERTS AND PRACTITIONERS

PRE-CONFERENCE WORKSHOPS TO BUILD SKILLS AND COMPETENCIES

A choice of four (4) half-day workshops is offered on Monday, December 4, 2006. (See pages 12-13 for full workshop descriptions.)

'FULL SPEED AHEAD' FUN RUN

(Wednesday morning, December 6)

Whether you're an experienced runner or not, enjoy this fun opportunity to get faster with your colleagues. Choose an easy 1-mile jaunt or a more competitive 5K. Prizes, refreshments, good exercise and fresh air for all! Excellent team-building activity. Pre-registration requested for planning purposes (FREE, no obligation).

EARLY BIRD DISCOUNT

Reserve by September 29 and save \$200!

SPECIAL DISCOUNTS

- Teams of 3 or more may deduct \$100 per person from the conference fee.
- Members of Management Roundtable *Fast Track* may also deduct \$100 per person. Please call 800.338.2223 or 781.891.8080 to register.

100% NO-RISK SATISFACTION GUARANTEE

If for any reason you are not satisfied, let us know in writing and we will refund your entire conference fee.

FULL REFERENCE BINDER AND FOLLOW-UP MATERIALS

serve as a resource you can share with others in your organization.

"Great agenda. Diverse crowd. Good for those new to the subject or more seasoned. Significant opportunity to exchange ideas and get answers. One of the best conferences in 20 years of personal participation."

Russell St. John, Katun Corporation



Program Information

Dates and Times: Optional pre-conference workshops are offered on December 4 (lunch provided). The 2-day conference will begin at 8:00am and end at approximately 6:45pm on December 5. There will be an optional "Fun Run" (5k or 1m) starting at 6:45am on December 6, with the conference program continuing at 8:45am and adjourning at 3:30pm.

Program Fees: Fees include materials, continental breakfasts, reception after luncheons, and refreshment breaks.

	Before 9/29	After 9/29
2 day conference only	\$1695	\$1895
Complete Package: Conference + 2 half-day workshops	\$2685	\$2885
Conference + 1 workshop	\$2190	\$2390
2 half-day workshops only	\$1390	\$1390
1 half-day workshop only	\$695	\$695

Location & Hotel Accommodations: The conference will be held at the **Sheraton San Diego Hotel and Marina**, 1380 Harbor Island Drive, San Diego, CA 92101. Nestled at the water's edge on spectacular San Diego Bay, the Sheraton San Diego Hotel & Marina offers panoramic views of the bay and the downtown city skyline. Some of the country's most unique attractions are within a 10-minute drive of the hotel including Sea World, the world-famous San Diego zoo, Gaslamp quarter and Seaport Village. Golf Digest named San Diego "one of the top 50 golf destinations in the world — with over 90 courses in the region — from seaside settings to desert mountains to inland valleys."

Extend your stay and relax! The year-round 72 degree weather is perfect for any activity you enjoy.

For room reservations please call **619-291-2900** directly and be sure to mention that you will be attending Management Roundtable's *Speeding Innovation Conference*. A limited block of rooms are available at a special rate of \$199/night until November 3, 2006; please reserve early.

Speeding Innovation

Concept-to-Launch in Record Time

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CALL: 1.800.338.2223 or 781.891.8080
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Please accept the following registration(s):

(please photocopy for additional people)

See program and pricing information on page 15.

2 day conference only

PRE-CONFERENCE WORKSHOPS: (optional; see inside for descriptions and pricing)

Morning (choose one)

A. Balancing Speed, Flexibility, Cost, and Quality

B. Accelerating Innovation: Strategic Choices & Practices

Afternoon (choose one)

C. The Right Toolbox for High Speed Innovation and NPD

D. Accelerating Global Teams and Alliances for Fast NPD

Name Mr./Ms. _____

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Address _____

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Yes, I would like to be faster! Sign me up for the “Full Speed Ahead” Fun Run (Wed., Dec 6 at 6:45 am). **FREE!** 1 mile (non-competitive) 5k race

I wish to join the Management Roundtable FastTrack (\$495/year) for continuous access to leading-practice insights. Please add to my total; membership will be activated upon receipt of payment.

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