



# Fast & Flexible Product Development

Chicago, Illinois  
October 8-10, 2003

*A two-day conference focused on iterative  
and adaptive approaches to manage market and technical risk*

- **Strategies to successfully balance flexibility and discipline** in your development process - *just enough process...just in time*
- **Benefits** of building **fast, inexpensive prototypes** early on to *drive* (not simply confirm) development decisions
- **Methods and processes** to lock-in requirements as late as possible and still get the product out on time
- **Approaches to gain acceptance** for iterative development processes and their value in creating winning products without increasing overall costs
- **Multiple feedback mechanisms** to generate product preferences throughout the development process

## Keynotes:

**Don Reinertsen**, co-author of *Developing Products in Half the Time* and renowned product development expert, on the economic trade-offs that support more flexible development processes

**Alan D. MacCormack**, Assistant Professor of Business Administration, **Harvard Business School**, on the performance impact of flexible, adaptive development processes and overcoming implementation barriers

**BE SURE TO CHECK OUR WEBSITE FOR PROGRAM UPDATES  
AND AGENDA CHANGES – [www.ManagementRoundtable.com](http://www.ManagementRoundtable.com)**

## Preliminary Agenda

### *Wednesday, October 8 – Pre-Conference Workshops*

- 7:00-8:00 *Registration and continental breakfast*  
8:00-12:00 **A. Using Smart Prototyping for Faster Learning, Better Decision-Making and Compelling Products** – Instructor: Preston Smith, New Product Dynamics  
8:00-5:00 **B. Achieving Flexibility with Lean Product Development** – Instructor: Don Reinersten, Reinertsen & Associates  
12:00-1:00 *Lunch*  
1:00-5:00 **C. 10X Development: Creating Order of Magnitude Products from Fuzzy Market Requirements** – Instructor: David Roach, Produxys Solutions

### *Thursday, October 9 – Conference Day One*

- 7:00-7:45 *Registration and continental breakfast*  
7:45-8:00 **Opening Remarks** – Management Roundtable  
8:00-9:45 **Keynote: Making Money with Speed & Flexibility** – Don Reinersten, Reinertsen & Associates  
9:45-10:00 *Refreshment Break*  
10:00-11:00 **Implementing the “Bounding Box” to Speed Product Development** – Laura B. Doyle, formerly with Tektronix  
11:00-12:00 **Balancing the Demands of Flexible Product Development** – David Kruis, Research in Motion  
12:00-1:15 *Lunch*  
1:15-2:15 **Crazy & Chaotic Product Development for the Smart, Small and Sharp** – Kerem Durdag, BIODÉ  
2:15-3:15 **Case Study** – Bill Crandall, Hewlett-Packard  
3:15-3:30 *Refreshment Break*  
3:30-4:30 **Case Study** – tba  
4:30-5:30 **Focus and Fluidity: Product Development and the Art of Innovation** – Craig Sampson and Andrew Burroughs, IDEO  
5:30-6:45 *Networking Reception*

### *Friday, October 10 – Conference Day Two*

- 7:00-8:00 *Continental breakfast*  
8:00-9:00 **Speed Time to Market with Early and Frequent Prototyping** – Raymond J. Sander, Battelle Product Development Group  
9:00-10:00 **Case Study** – tba  
10:00-10:15 *Refreshment Break*  
10:15-11:45 **Roundtable Discussions**  
11:45-12:45 *Lunch*  
12:45-2:30 **Keynote: Flexibility in NPD: Evidence, Insights and Obstacles from the Field** – Alan D. MacCormack, Harvard Business School

2:30-3:00 *Conference Wrap-up*

## **Pre-Conference Workshops – Wednesday, October 8, 2003**

Workshop A: 8:00am – 12:00noon  
**Using Smart Prototyping for Faster Learning,  
Better Decision-Making and Compelling Products**

With over 10 years of experience focused on accelerating product development, *Preston Smith, Principal, New Product Dynamics*, has all too often found organizations missing the valuable opportunity to exploit the use of frequent, inexpensive prototypes in product development. This workshop will help you determine when to use prototypes, how they can serve as guides for key development decisions (rather than confirm what's been done) and to justify the costs of more frequent (yet cheaper) prototypes throughout your development process. Preston will also examine how to engage your stakeholders - marketing/sales professionals, finance specialists, suppliers and customers to provide product feedback via these timely, cheap and inexpensive prototypes.

Workshop B: 8:00am – 5:00pm  
**Achieving Flexibility with Lean Product Development**

Leading product development expert, *Don Reinertsen* will conduct this exclusive workshop. He will focus on how to successfully adapt and apply lean techniques commonly used in manufacturing processes to product development processes. The scope of the discussion will examine how to dramatically reduce "Design in Process Inventory", decrease batch sizes, shrink queues, and smooth flow. Less emphasis will be placed on applying lean tools to reduce waste since for product developers there is far more economic leverage in using these tools to increase flexibility. *This one-day seminar is narrowly focused on using lean tools to increase development process flexibility.*

Workshop C: 1:00pm – 5:00pm  
**10X Development: Creating Order of Magnitude Products  
from Fuzzy Market Requirements**

With over 20 years of experience in innovation management, entrepreneurship and product and process innovation, *David Roach, President, Produxys Solutions*, is keenly aware that getting the product right involves more than integrating the Voice of the Customer. Rather, it involves embracing fuzzy market requirements, delaying technical specifications and integrating continuous comprehensive testing. This workshop will introduce you to 10XDevelopment and will show you how to create products that eclipse your competition by employing the concept of order of magnitude. Roach will demonstrate how 10XDevelopment allows you to study, identify and experiment in an iterative way to determine the ten highest benefits to your customer group. Concurrently, this method forces the human dynamics of the development process to deliver products that can compete as best of class offerings at several levels. Creating products designed to deliver multiple benefits increases differentiation in the marketplace ten-fold.

# The Program

Thursday, October 9

## **KEYNOTE: Making Money with Speed and Flexibility**

*Don Reinertsen, President, Reinertsen & Associates*

Many companies have recognized that changes late in a product development project are expensive. They try to avoid such changes by emphasizing rigorous up front decision-making and highly structured processes. Unfortunately, these methods can add rigidity to a development process and have unexpected side effects such as:

- ❑ Forcing important decisions to occur before good information is available.
- ❑ Discouraging the use of valuable but still evolving technologies.
- ❑ Delaying work unnecessarily to wait for consensus.
- ❑ Substantially increasing effort invested for the sole benefit of “the process.”

This has caused many companies to consider approaches that focus on carefully balancing the benefits of late changes against their costs. Companies are increasingly examining approaches that:

- ❑ Defer selected decisions until higher quality information is available.
- ❑ Accelerate the creation of the information needed to make these decisions.
- ❑ Modify process methodologies and product architectures to make adjustments less painful.

**Takeaway:** The economic trade-offs that motivate companies to adopt more flexible development processes as well as how to combine the benefits of structure and flexibility.

## **Implementing the “Bounding Box” to Speed Product Development**

**Laura B. Doyle**, *former* Program Manager, **Tektronix**, will introduce the “Bounding Box” tool - a flexible tool for real-time product development program management. She will illustrate how a program Bounding Box can help both the project team and management focus on the critical factors (i.e. an effective program response to the changing competitive environment, a change in customer needs, or technology roadblocks) that determine program success.

**Takeaway:** How and when to use a program bounding box; how it helps to accelerate product development; and how to make it work within your development process.

## **Balancing the Demands of Flexible Product Development**

**David Kruis**, Sr. Product Manager, **Research in Motion**, will discuss how to prioritize new product features and functionality without creating feature overload, inform customers of new product developments while managing their expectations and manage development projects to ensure product flexibility.

**Takeaway:** Product development process strategies to manage internal and external stakeholder demands, and to deliver quality products on schedule.

## **Crazy and Chaotic Product Development for the Smart, Small and Sharp**

**Kerem Durdag**, COO, **BIODE**, will discuss the nature of product development for companies that are small in size, are involved in commercializing technology from the lab to the market, and are staffed with highly motivated, cross-functional individuals. Kerem will share his non-linear and creative methods to gain product feedback and get the right products to market.

**Takeaway:** Strategies to separate product development activities for cost and performance as well as guidelines to conduct product development without stages/gates or detailed metrics.

## **Focus and Fluidity: Product Development and the Art of Innovation**

**Craig Sampson**, Director, **IDEO**, will explore the methodologies of user-focused design, brainstorming, rapid prototyping, and cross-pollination to show how they have made a critical difference in a wide variety of IDEO projects. **Andrew Burroughs**, Sr. Engineer, **IDEO**, will discuss a case study on how the use of prototyping throughout the development process enables teams to identify needs, delight users, and inspire support by all project stakeholders.

**Takeaway:** Methods to intersect customer usability, technical feasibility and business viability to innovate products customers really want.

Friday, October 10

## **Speeding Time to Market with Early and Frequent Prototypes**

**Ray Sander**, **Battelle Product Development Group**, will explore methods and rationales for using rapid prototyping throughout your development process. He will give an overview of rapid prototyping systems available today and examine the economic benefits and costs associated with the use of both cheap, frequent prototypes and more sophisticated, costly prototypes. Ray will illustrate several case examples, citing lessons learned and impact on time to market.

**Takeaway:** Advantages of early versus late stage prototypes, cost/benefit analysis of using prototypes and impact on speed to market.

## **Keynote: Flexibility in New Product Development – Evidence, Insights and Obstacles from the Field**

*Alan. D. MacCormack, Asst. Professor of Business Administration, Harvard Business School*

**Alan MacCormack** will discuss how relying on conventional processes within product development can negatively impact innovation. His research indicates that development *flexibility* is a huge advantage when producing a product that is better matched to evolving customer requirements. He will also show that flexibility requires purposeful investments (in process & organization) *early* on in development, to provide the foundation for a more evolutionary process of learning and adaptation to occur throughout a development cycle. Alan will review the key constructs that underlie a flexible development process and examine the two greatest barriers to adopting flexible processes: (1) the perceived trade-offs involved in pursuing flexibility vs. greater efficiency in development (2) the role that senior managers must play in understanding the foundations of a flexible process, facilitating its implementation and changing expectations for the information used to monitor (and evaluate) projects.

**Takeaway:** The impact that a flexible development process can have on performance. Strategies to achieve flexibility in development and how to break down barriers to adopt a more adaptive development process.

# ***Fast and Flexible Product Development*** **October 8-10, 2003 / Chicago, IL**

## ***Who Should Attend***

**Fast and Flexible Product Development – October 8 – 10, 2003** is recommended for vice presidents, directors, managers and leaders of Product Development, Systems Engineering, R&D, Process Management, Engineering, Project Management and Program Management.

## ***Program Information***

**Dates:** The conference will begin at 8:00 am (registration and continental breakfast at 7:00 am) on October 9, 2003 and will adjourn at 3:00 pm on October 10, 2003. Optional pre-conference workshops are offered on Wednesday, October 8th from 8:00am – 5:00pm.

**Location & Hotel Accommodations:** The conference will be held at the Marriott Chicago Downtown, 540 North Michigan Avenue, Chicago IL. Please call **1-800-228-9290** or **312-836-0100** directly for room reservations. Please mention Management Roundtable to receive a special rate (we have a limited block of rooms available).

**Program Fee:** The registration fee is \$1595/person. **Team Discount:** Groups of 3 or more may deduct \$100/person. Fee includes two-day program, program materials, luncheons, networking reception, continental breakfasts, and refreshment breaks. **Pre-conference half-day and full day workshop fees:** half-day workshops are \$495 each with full conference registration, or \$650 without; full day is \$990 with conference registration and \$1300 without. Workshops include materials, breakfast and lunch.

**No-risk Guarantee:** Your satisfaction is 100% guaranteed – money-back or credit.

## **Reservation Form**

### ***Four ways to reserve:***

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

**Fax to:** 781-398-1889

**Internet:** [info@roundtable.com](mailto:info@roundtable.com) or [www.ManagementRoundtable.com](http://www.ManagementRoundtable.com)

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

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

Name: Mr./ Ms \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_ Country \_\_\_\_\_

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Email \_\_\_\_\_

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

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

Please bill by  Visa  Mastercard  AMEX  Diner's Club

Account # \_\_\_\_\_ Exp. Date: \_\_\_\_\_

Signature \_\_\_\_\_

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*Registration Code: WEB*