October 17-18, 2005
Boston

PRODUCT MANAGEMENT:
RATIONALIZING, ROADMAPPING & REJUVENATING THE PORTFOLIO

An interactive, hands-on workshop focusing on how to achieve and sustain high-performance product management

COME AWAY WITH AN ACTION PLAN FOR PRODUCT MANAGEMENT, A PRACTICAL ROAD-MAPPING TOOLKIT, AND A FRAMEWORK FOR RATIONALIZING PRODUCTS IN YOUR COMPANY!

HOW-TOs, TEMPLATES AND CASE EXAMPLES FOR QUICK, TANGIBLE RESULTS!

➡ **Phase out (or revitalize) old products, bring in new**

➡ **Determine the true cost (including opportunity cost) of carrying extra products in your catalog**

➡ **Create a smooth migration path for key customers**

➡ **Keep pace with changes in the marketplace and technology**

➡ **Map out plans and future changes in product families**

➡ **Decide who "owns" product management inside your company—make sure opportunities don't slip through the cracks**

"Thanks for the valuable seminar… it was well worth my time. I have some valuable tools to take back to my organization and implement."

Laura Holte, Product Manager, Cyberoptics Corporation

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The
**MANAGEMENT
ROUNDTABLE**

800 338 2223   www.ManagementRoundtable.com

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An interactive, hands-on workshop focusing on how to achieve and sustain high-performance product management

10 Key Benefits

In this workshop, you will learn how to:

1 **Establish a common framework for product management in your company**

2 **Maximize revenues and profits throughout product lifecycles**

3 **Develop and implement product roadmaps to navigate market and technology changes**

4 **Reduce product complexity and quantify the resultant impact on margins and overall costs**

5 **Develop a framework to identify the major complexity drivers in product development and lifecycle management**

6 **Adapt a two-stage approach to product rationalization—execute a platform-driven product strategy on the front end and enforce product portfolio pruning downstream**

7 **Roadmap technologies, platforms, products, and product lines to enable effective product management decision-making**

8 **Identify major value drivers to guide product rationalization efforts**

9 **Determine an optimal organizational structure for product management in your company— who's in charge?**

10 **Gain buy-in and support—strategies and approaches for implementation**

About the Expert Faculty

Craig Anderson is a Manager in the Product and Cycle-time Excellence® (PACE®) practice at global management consulting firm PRTM. Mr. Anderson has 14 years of experience in marketing and sales, product strategy, product development, portfolio and resource management, corporate strategy and planning, and organizational design. His work has primarily focused on the medical device, pharmaceutical, industrial, and energy industries. Prior to joining PRTM, Craig held management positions in both boutique professional services firms and large corporations including Stryker, Hill-Rom, and GlaxoSmith-Kline. Mr. Anderson holds a BA from Middlebury College and an MBA from the University of Michigan Ross School of Business.

Daniel Bowman is a Principal in the Product and Cycle-time Excellence® (PACE®) practice at global management consulting firm PRTM. He has over 15 years of experience working with companies to improve their processes and performance. His work has primarily focused in the consumer electronics and telecommunications industries throughout the US and Europe. Mr. Bowman's expertise includes strategy, marketing and sales, product strategy, and product development. Prior to joining PRTM, he worked in the Consumer Electronics Group of Sony Electronics in the areas of strategic planning and home audio marketing. Mr. Bowman holds an MS in communications from the Northwestern University Medill School of Journalism and a BA from Colby College. He also holds a Six Sigma black belt certification.

Patrick Gordon is a Director in the Product and Cycle-time Excellence® (PACE®) practice at global management consulting firm PRTM. He has been part of the development and improvement of the PACE® framework, particularly in the areas of product strategy and portfolio management. Mr. Gordon has led several initiatives with companies to improve the performance of the new product development process, leading to significant improvements in cycle time, cost savings, and project through-put. He currently works with companies to IT-enable their product development management, including the area of product life-cycle management. He has worked specifically with the telecommunications, data communications and consumer electronics industries to solve strategic and operational challenges through tangible improvements to core management processes. Prior to joining PRTM, Mr. Gordon held management positions with Xerox, Digital Equipment Corporation, and AT&T Bell Laboratories. Mr. Gordon holds a BS in electrical engineering and computer science from Polytechnic University, an MS in electrical engineering from Cornell University, and an MBA from Harvard Business School.

Course Outline

I. Introduction

Market leadership requires proactive, systematic management of products throughout their lifecycle. This concept, popularized by Harvard professor Theodore Levitt 40 years ago, leverages the unique marketing opportunities in each stage of the product lifecycle. This capability is called *Product Excellence*. Application of rigorous *Product Excellence* practices can help streamline and rationalize bloated product lines, cut costs, and boost profitability. This session will review:

- A framework for *Product Excellence*
- Symptoms and signs of problems—how do you know you have a problem?
- The value proposition for *Product Excellence*—why this is important to do

TAKE-AWAY: Strategies for developing your own Product Excellence Framework

II. Baselining Your Portfolio

Understanding where your portfolio is based on its stage of maturity is a critical first step to enable informed product excellence decision making. "Baselining" the lifecycle maturity stage of your portfolio will help guide your rationalization and enhancement decisions and answer key questions like:

- Will emerging/growth products generate a sufficient revenue stream to replace the anticipated decline in revenue from the mature/declining products?
- Are resources allocated to maximize revenue and profit from mature/declining products?
- Are initiatives in place to drive the rapid evolution of emerging/growth products and ensure their profitability?

This session will examine:

- Stages of Maturity for products, customers, and markets— what are they? How do they vary by industry?
- "Bucketing" your products based on maturity—what are the metrics?
- Interpreting the data—what does your portfolio baseline mean?
- **INTERACTIVE EXERCISE** — Learn how to baseline your product portfolio and identify the stages of maturity for each of your products.

TAKE-AWAY: A methodology for developing a "lifecycle map" of your product portfolio

III. Product Rationalization

Pruning product portfolios is critical for long-term product profitability. However, this is more than an exercise in reducing product SKUs. Effective product rationalization involves a two-stage approach: platform driven product strategy in the front end to maximize leverage and rigorous downstream product rationalization. This section will cover:

- A two-stage approach to product rationalization
- The major value drivers that guide product rationalization efforts
- A framework to identify the major complexity drivers in product development, manufacturing, supply chain, life-cycle management, and service support
- Quantifying the margin enhancement and cost reduction opportunities achievable through a complexity reduction effort
- A framework to estimate profit contribution and break-even from low volume SKUs to facilitate go/no-go production decisions
- **CASE STUDY**

TAKE-AWAY: A practical framework to identify the major cost drivers in your product portfolio and make product rationalization a sustainable competence in your company

IV. Roadmapping

Effectively roadmapping technologies, platforms, products, and product lines is critical to enable product management decision-making. This section will cover:

- Definition and anatomy of an integrated roadmap
- How to develop and use integrated roadmaps
- The role of IT tools in roadmapping
- **INTERACTIVE EXERCISE** — Learn the key elements of roadmapping.
- **Q&A** advice session

V. Governance and Organizational Structures

Frameworks and tools are useful but are often ineffective without the appropriate organizational structure to make them stick. A robust product management organization with ownership of the product from cradle to grave is critical. This section will cover:

- Decision-making and accountability
- Optimal organizational structures for product management
- Alignment with other functions impacted by product management
- **Q&A** advice session

VI. Tying It All Together

Making these best practices approaches work is as much art, as science. Where do you begin? How do you drive change? This section will cover:

- Strategies and implementation approaches to gain buy-in and support of rationalization and roadmapping practices
- **Exercise** — Create your own action plan
- **Q&A** with instructors, discussion with colleagues from other companies

Agenda at a Glance

Monday, October 17, 2005

8:00	Registration/Continental Breakfast
9:00	Session Begins
12:00	Lunch
1:00	Exercise
2:30	Session
3:00	Refreshment Break
3:30	Case Study
5:30	Day 1 Concludes
6:00	Networking Reception

Tuesday, October 18, 2005

7:30	Continental Breakfast
8:30	Session
10:00	Refreshment Break
10:15	Session
12:00	Lunch
1:00	Session
2:00	Exercise
3:00	Session
4:00	Program Adjourns

"Very pertinent information for many industries—good, hands-on examples"
Kim Mudar, Performance Improvement Leader, Sealed Air Corp.

Registration

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

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

Registration Information

Dates: The workshop will begin at 9:00am (registration and continental breakfast at 8:00am) on Monday, October 17, 2005, and will adjourn on Tuesday at 4:00pm.

Location & Accommodations: The workshop will be held at the Hyatt Regency Boston, One Avenue de Lafayette, Boston, MA 02111. Please call 888.421.1442 directly for room reservations and *be sure to mention that you will be attending the Management Roundtable workshop* to receive the discounted group rate.

Workshop Fee: $1795/person.
Early Bird Special: $1595: Register before August 12, 2005!
Fee includes materials, binder, luncheons, reception, continental breakfasts, refreshment breaks.

Team Discounts: Teams of 3 or more: Subtract $100 each. Please call Tracey Kimball 781.891.8080, ext. 214 for groups of 6 or more.

No-Risk Guarantee: Your satisfaction is 100% guaranteed—money back or credit.

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

Name Mr. / Ms. _____

Title _____

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Division/Dept. _____

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Registration Code: Web Download

Who Should Attend

Developed for the experienced new product development practitioner, this workshop will provide attendees with a new competency in product management and is highly recommended for **VPs, Directors and Managers of Product Management, Product Development, R&D, Marketing, and Process Improvement**. In addition, the session will also be beneficial for **VPs, Directors and Managers of Supply Chain, Logistics, Operations** and all others that are affected by product rationalization decisions.

Highly recommended as a team activity—clarify roles and hand-offs, jointly create your product management action plan and roadmap! (Group rates offered—see above)

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.