

April 15-17, 2002 / Cambridge, Massachusetts

Controlling the Risks of New Product Development

PROJECT, MARKET & TECHNICAL

Anticipate and influence the market response, cycle time, and overall profit of new products.

Specific techniques, models, metrics, and organizational approaches to predict and steer results.

Achieve greater rewards with fewer, smarter risks.

CONFERENCE CHAIR

Sheila Mello, author of *Customer-Centric Product Definition: The Key to Great Product Development*



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KEYNOTES

Preston Smith, highly regarded NPD expert, co-author of *Developing Products in Half the Time* and a forthcoming book on product development project risk management



Peter Boer, adjunct professor at Yale University, author of the soon-to-be-released book *The Real Options Solution: Finding Total Value in a High-Risk World*

REAL-WORLD CASE STUDIES

From **Tellabs, MDS SCIEX, Ford Motor Company, Becton Dickinson, Dade Behring, Ashland Chemical, Battelle Healthcare Products**, and more

HANDS-ON APPLICATION SESSIONS

Receive expert coaching and guided experience in applying the various risk management methods discussed

SPECIAL PRE-CONFERENCE WORKSHOPS

Drill-downs on team decision-making, predicting risk, being agile, and achieving greater ROI

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Controlling the Risks of New Product Development

April 15-17, 2002 / Cambridge, Massachusetts

PROJECT,
MARKET &
TECHNICAL

Why this conference is important to you

Product development has always been risky business—and surprise curveballs have forever been thrown at projects. While most managers take risk into account when planning, what do you do when uncertainty, complexity, and volatility are at an all-time high?

Do you play it “safe?” And how safe is that if you miss the next big thing?

The question isn't simple. For each product idea you need to decide if it is worth exploring a new market, investing in a new technology, or just making incremental improvements. And if and when you do decide to “go for it,” you need to build in cushions and contingency plans.

Management Roundtable's upcoming conference, **Controlling the Risks of New Product Development**, to be held **April 15-17, 2002** in **Cambridge, Massachusetts**, brings together the foremost experts and practitioners in NPD/R&D risk management to help you:

- ▶ Determine how much risk to take. (When does the potential upside outweigh the downside?)
- ▶ Ensure that market, technical, project, and regulatory factors are taken into account together—for much sounder risk-proofing.
- ▶ Fortify your projects against the most significant risks.
- ▶ Take action when you encounter an unforeseen threat or risk.

By participating, you will come away with:

- ▶ A practical, usable risk model
- ▶ Decision-making approaches for cross-functional teams
- ▶ Specific methods for predicting, quantifying, and proactively managing risks
- ▶ New financial analysis techniques and metrics specifically for R&D
- ▶ A range of options to consider depending on the situation and timing of the risk

You will leave with knowledge of how others at advanced companies like **Tellabs, Becton Dickinson, Ford Motor Company, MDS SCIEX, Dade Behring, Ashland Chemical, Battelle Healthcare Products**, and others have implemented risk management methods. You will also receive expert-led, hands-on experience with different approaches.

Most importantly, you will learn to handle the uneven terrain of new product development—taking more calculated risks and gaining more certain rewards.

Key Benefits

By participating in this highly specialized conference you will learn:

- ▶ Why risks should be factored in and managed throughout the entire project, not just at the concept stage.
- ▶ How to manage the unknowns and incomplete information inherent to innovation.
- ▶ How the Design Structure Matrix can help you with iterative decision-making.
- ▶ How to assess customer needs and the marketplace before fully investing in development.
- ▶ How to identify systemic problems and potential solutions that can have an impact on multiple programs.
- ▶ A new framework for assessing the value of intellectual capital, including patents, research portfolios, skilled R&D departments, and strategic partnerships—a method that is consistent with accepted tools of corporate finance.
- ▶ How to minimize the risk of committing to new ventures.
- ▶ How to identify, quantify, rank and manage major risks effectively.
- ▶ How to manage the root causes of a risk (rather than its symptoms).
- ▶ How to distinguish between “risks” and “issues” which require different types of management.
- ▶ How to overcome the organizational and cultural impediments that can undermine implementation of an effective risk management program.

Who should attend

VPs and Directors of Product Development, Engineering, R&D and Marketing, as well as CTOs, Program Managers, Project Managers, and Team Leaders.

AGENDA AT A GLANCE

Monday, April 15

Pre-Conference Workshops

- 8:30-12:00 **A** *Predictive Risk Management: How to Manage Market and Performance Risks*
- B** *Making Robust Decisions as a Team: How to Successfully Work with Incomplete, Inconsistent and Evolving Information*
- 12:00-1:00 Lunch
- 1:00-4:30 **C** *Risk Management for Agility*
- D** *Risky Business: Enhancing NPD Investment Returns through Quantitative Risk Management*
- 5:00 Reception/Exhibits Open

Tuesday, April 16

- 8:15 Chairperson's Welcome – **Sheila Mello**, Principal, Product Development Consulting, Inc.
- 8:30-9:45 **Keynote – Preston Smith**
- 9:45-10:15 Break
- MANAGING PROJECT RISK
- 10:15-11:15 **Case Study – Tellabs**
- 11:15-12:15 **Case Study – Ford**
- 12:00-1:30 Luncheon
- MANAGING MARKET RISK
- 1:30-2:30 **Case Study – Becton Dickinson**
- 2:30-3:30 **Case Study – Dade Behring**
- 3:30-4:00 Break
- MANAGING TECHNICAL / INNOVATION RISK
- 4:00-5:00 **Case Study – Ashland Chemical**
- 5:00-7:00 Reception

Wednesday, April 17

- 8:30-9:30 **Keynote – Dr. Peter Boer**
- MANAGING TECHNICAL / INNOVATION RISK
- 9:30-10:30 **Case Study – MDS SCIEX**
- 10:30-11:00 Break
- 11:00-12:00 **Case Study – Battelle Healthcare**
- 12:00-1:00 Luncheon
- 1:00-3:30 Application Sessions

Pre-Conference Workshops Monday, April 15

Workshop **A** 8:30 am – 12:00 noon

Predictive Risk Management *A Simple, Structured Approach to Manage Market and Performance Risks*

Wayne Mackey

Principal, Product Development Consulting

This workshop covers a proven approach to risk, drawing elements from many successful risk analysis, assessment, and management methods. The primary goals of this method are: implementation simplicity; and coverage of both the market (customer) value and company capability aspects of risk.

This highly visible method uses the best available data to form a comprehensive picture of risk. Once the risk is understood, quantitative methods are applied to rank the seriousness and probability of occurrence of failure. Predictive metrics and risk management planning are then applied to mitigate the risks. This approach has been successfully applied in Fortune 500 companies.

Specifically, you will learn the 3 critical pieces of the “Risk Continuum”:

- **Risk Analysis, the consequences of failure.** This helps determine where to focus resources. This is the customer value or market side of risk. It is especially important to take both business and technical risks into account.
- **Risk Assessment, determining the probability of failure.** At this stage a standard must also be set, to determine the baseline or target value around which the probability of failure can be measured. If there is no target, there is no risk. A company’s capability to perform comes into play at this stage.
- **Risk Management, what to do about the risks.**

In this interactive work session, you will learn to apply:

- Analysis of cost, schedule, quality and performance risks using a structured method
- Assessment of the pain associated with failure on any of the parameters identified in the analysis
- Management techniques to focus on the critical few risks and measure progress toward their mitigation

Wayne Mackey’s expertise is grounded in over 20 years of hands-on management of large engineering, manufacturing, and procurement organizations. Focused on product development, he is especially effective in business strategy implementation, collaborative design, metrics and risk management. Mr. Mackey has been a principal with Product Development Consulting, Inc. since 1997. Prior to joining PDC, he worked in the automotive, aerospace and high-tech industries for 20 years.

Workshop **B** 8:30 am – 12:00 noon

Making Robust Decisions as a Team: *How to Successfully Work with Incomplete, Inconsistent and Evolving Information*

David G. Ullman

President, Robust Decisions Inc.

Decisions made during the design process influence many business-critical outcomes: product cost and quality, manufacturing methods, and customers’ opinions, among others. Based on the book *12 Steps for Robust Decisions*, the tutorial outlines a strategy for effectively collaborating on the important decisions—a strategy that uses your intellectual resources to reach defensible conclusions while downplaying factors you can’t control.

In a perfect world, when faced with an issue to resolve, you would know all alternatives and all the criteria needed to select the best one. However, there are imperfections in the real worlds of business and product development. You seldom know all the criteria, you never have enough knowledge, you can’t take the time to fully evaluate all the alternatives, and you cannot get everyone to agree. In fact, for most problems the information is inconsistent, incomplete, uncertain and evolving. These imperfections or uncertainties are ‘noises’ in the decision-making process.

In this workshop you will find out how to make robust decisions, decisions that are as insensitive as possible to the noises that exist in every product development and business issue.

Dr. Ullman has a unique history of teaching, research, and professional practice. Author of 12 Steps to Robust Decisions (2001) and The Mechanical Design Process (1997), he is also president of Robust Decisions Inc. (Corvallis, OR). Prior to founding Robust Decisions Inc., he was founder and chief engineer for BikeE Corporation (world’s largest manufacturer of recumbent bikes) and Emeritus Professor of Mechanical Engineering Design at Oregon State University.

**By participating in
Controlling the Risks of
Product Development,
you will come
away with:**

Insight into risk models, quantitative methods, simulations and management approaches being used successfully by leading companies

Workshop **C** 1:00 pm – 4:30 pm

Risk Management for Agility

Gregory D. Githens, PMP, NPDP

Managing Partner, Catalyst Management Consulting

Risk management encourages proactive thinking: a “forward look into uncertainty.” Risk management is one of the handful of high-leverage techniques that promote speed and agility. It is a key enabler of organizational agility and it fosters the balance of speed and quality, creativity, team communications, value hunting, and opportunity capture.

In this workshop, you will learn:

- How to predict where failure will occur
- Why good project risk management can remove one third off your schedule time
- How to remove speed-bumps
- Why the team should do risk collaboratively and minimize use of checklists
- Why you should manage risks differently than issues
- Why technical risk is a special case of risk management, and why you need unique tools for technical risk
- How to apply risk response planning (risk acceptance, risk mitigation, risk transference, and risk avoidance).

By participating, you will receive new insights to get your team to proactively address risk and issues and create organizational agility.

Greg Githens is the author of “How to Assess and Manage Risk in NPDP Programs: A Team-Based Approach,” which is Chapter 8 of the PDMA Toolbook of NPDP published by Wiley in March 2002. He is also the author of “Portfolios, Pipelines, and Programs,” Chapter 8 of Managing Multiple Projects: Planning, Scheduling, and Allocating Resources for Competitive Advantage, published by Marcel Dekker in January 2002. Greg is a member of the core team for the 2000 and 2004 rewrite of PML’s A Guide to the Project Management Body of Knowledge.

Workshop **D** 1:00 pm – 4:30 pm

Risky Business: Enhancing New Product Development Investment Returns through Quantitative Risk Management

Craig Davis

Vice President of Finance and Administration, Product Genesis

Most firms have approval processes to evaluate expected return on new product development investments. These processes often rely on inadequate accounting-based metrics such as payback, IRR or NPV that do not explicitly address the relative risks of development investments, or confuse product development risk with technology risk. Risk information is often presented in narrative form designed more to persuade than inform, so managers are hard-pressed to assess the true technical, design or market risks.

This session provides a useful framework that allows managers to use a common, jargon-free vocabulary to quickly and consistently evaluate relative project risks at the start of and throughout the development process. This quantitative framework includes techniques for risk-adjusted NPV, helping managers determine the value of additional research in advance of or during new product development.

As vice president of finance and administration at Product Genesis, Craig Davis has been instrumental in the company’s growth. He has extensive experience in project management, overseeing operations in growing technology companies, and new venture financing.

“Excellent! Provided practical tools....”

Rob Wardlow, Manager, Product Development Process, CNH Global

Access to some of the nation’s foremost product development and risk management experts

Specific action steps and implementation guidelines to use right away—hands-on application experience to get you started

Full set of materials, case studies, charts, checklists which can be shared with others upon return to your organization

Follow-up material, including online presentation slides and e-mail networking directory

One-year complimentary subscription to *MIT Sloan Management Review* (see page 11)



Three-month complimentary subscription to *Product Development Best Practices Report* (see page 11)

Proactive Management of Project Risks

Preston Smith, *New Product Dynamics*

Co-author of Developing Products in Half the Time and a forthcoming book on managing product development risk

Managing project risks effectively means identifying them early on and working actively to prevent them, since opportunities to deal with a risk become progressively scarcer as the project proceeds. However, peering into the future to discover what might befall a project isn't so easy! This presentation provides a process for proactively managing project risks based on a helpful model of a risk that helps you to assess a risk and act effectively against it.

Preston will cover:

- Illustrations of project risks (few of them are technical ones)
- A very helpful model of a risk
- Risk management as a step-by-step process
- The vital importance of putting facts behind your risks
- How to make tough choices on which risks get managed
- The many options for managing risks



Preston's consulting and training has enabled clients in twenty countries to accelerate and strengthen their product development practices. Before founding New Product Dynamics in 1986, he was a staff consultant with a diversified \$2.5 billion manufacturer, he was charged with

accelerating the development of products as diverse as door locks and electronic assembly equipment. He has applied his techniques to products ranging from packaged goods, footwear, and furniture to medical electronics, semiconductors, aircraft, and software. In addition to publishing numerous articles on the techniques of speeding up product development, Preston is author (with Donald Reinertsen) of Developing Products in Half the Time, and co-author (with Guy Merritt) of a forthcoming book on product development project risk management to be published by Productivity Press this year.

All conference participants will receive a free copy of Proactive Risk Management: Controlling Uncertainty in Product Development

by Preston Smith and Guy Merritt, published by Productivity Press (2002)

*For the first time, receive a risk management model which:
...coalesces a team's energy around vital elements of a risk and its drivers;
...focuses on identifying drivers of risks in order to better manage the root causes of the risk; and
...provides appropriate quantification of the key factors of a risk.*

The Real Options Solution to Project Valuation

F. Peter Boer, *President and CEO, Tiger Scientific and adjunct professor, Yale University*

Author of The Real Options Solution: Finding Total Value in a High-Risk World

Valuation of a new project proposal is the initial step in managing and controlling its risks. Discounted cash flow (DCF) methods are the gold standard in financial valuation. Unfortunately, technologists have learned that DCF systematically underestimates the value of R&D programs. Interest in Real Options is growing because it recognizes that management has flexibility in executing plans to which resources are yet to be committed, and value exists that cannot be captured by DCF alone. This value can be huge. R&D managers have sensed this point intuitively for years, but real options theory gives it quantitative standing.

The core insight is that plans—R&D plans or business plans—are options. The consequences of this insight are radical, because options are valued by different algorithms than DCF. The idea is powerful because it affords a valuation method that applies equally to a traditional “old economy” company, and risky new startups. It will work whether the company is making money or not. And it provides a new framework for the perplexing problem of how to value intellectual capital, including patents, research portfolios, skilled R&D departments, and strategic partnerships. Yet the method is entirely consistent with accepted tools of corporate finance.



Dr. F. Peter Boer is president and CEO of Tiger Scientific Inc., a firm providing consulting and investment services in the technology arena.

Current or recent clients include United Technologies, Atofina, Crompton Corporation, Purdue Pharmaceutical, W.R. Grace & Co., UOP, Hydro-Quebec, Diversa, Imnotech, and Petroleos de Venezuela, SA. He is a frequent speaker at technical conferences and recently keynoted the Annual Meeting of the Department of Commerce's Advanced Technology Program. He is an expert in the management of large technology organizations and the financial aspects of R&D. Dr. Boer is the author of The Valuation of Technology, a book published by Wiley in 1999, and his second book, The Real Options Solution; Finding Total Value in a High-Risk World, will be published by Wiley in February 2002.

Managing Project Risk

Using a Risk Model to Manage Project Risks

Guy Merritt

Group Program Manager, **Tellabs**

A risk has several components that are essential to understand if you hope to mitigate the risk effectively. A model of a risk highlights these components and helps you to visualize how they are related. Specifically, the model helps you to assess how serious a risk is and, indeed, if it truly warrants the attention of the product development team. Components of the model are then essential to planning effective mitigation actions. This case study will show how to apply the risk model to a specific project. Learn to:

- Separate the risk event from its consequences
- Identify drivers (root causes) of the risk
- Assign qualitative probabilities objectively
- Agree on the consequences of a risk
- Make the tough choices on which risks to manage with limited resources
- Create effective risk action plans, including contingency plans (if the risk still occurs despite your prevention plans)

System Dynamics Modeling to Mitigate Program Execution Risk

David B. Roggenkamp

Business Planning Specialist, Product Development Operations,

Ford Motor Company

In this session you will hear from Ford Motor Company's Product Development Operations group and/or Lincoln Mercury Quality and Process group about experiences in using System Dynamics modeling to mitigate program execution risk. They will discuss how a system dynamics model has been used on more than 30 different vehicle programs across Jaguar, Ford Europe, Ford North America and Lincoln Mercury to:

- Identify potential outcomes (quality, cost, staffing, timing and more) from program change decisions
- Identify specific actions a team can take to improve outcome performance and/or reduce the uncertainty of outcomes
- Identify systemic problems and potential solutions that impact multiple programs

Managing Market Risk

Assuring Profitability and Market Share through Strategic Alignment

Paul Falkenstein

Worldwide Director, Strategic Business Marketing, **Becton Dickinson**

The ultimate success of the product development efforts can be clearly defined by the ability to match customer needs with the core competencies within an organization balanced with market and regulatory risks. There are pivotal points during the product development life cycle where marketing and R&D must have aligned objectives with customer needs, market readiness, and sales force ability. A gap in any stage of this process will lead to a less than optimal product launch. This is especially important when dealing with government agencies' demands on the market.

The ability to sense the market environment and maintain competitive advantage is a skill that needs to be equally strong in both the Marketing and R&D organizations. When the seamless integration of these two functions occur, the rapid introduction of value-added products will assure increased profitability and market share. This talk will break down the R&D and Marketing functions and examine how Becton Dickinson has aligned its strategic abilities to exist in a dynamic market environment frequently faced with regulatory demands.

Ascertaining Customer Needs to Reduce Market Risk

Deirdra Dougherty, Ph.D.

Manager, Market Analysis, **Dade Behring**

In this session, you will find out how Dade Behring reduces risk by methodically identifying and validating customer needs, and by focusing product development teams on building to customer needs. Quantitative information from multiple product development projects will be presented. Deirdra Dougherty will discuss:

- Why Dade Behring implemented the Customer Centered Product Development (CCPD) process
- How Dade Behring incorporated customer needs assessment into its established product development process
- How to reduce risk by determining the relative importance of customer needs
- Strategies to maintain customer focus during the product development process
- How quantitative concept testing helps to reduce risk

Managing the Risks of New Technology and Innovation

Managing Risk at the “Front-End of Innovation”

Alex Kawczak

Director of Technology, **Ashland Specialty Chemical Company**

A review of risk management practices will be presented within the context of new product innovation and new business innovation. Alex Kawczak will describe how various factors and decisions during the planning stages of the “front-end of innovation” processes influence evolving project risk in the final stages of product development and commercialization.

Balancing Big Bang and Incremental Evolution Projects:

Managing the Risks of Leading-Edge Scientific R&D

Ken Delcol

Director, Product Development, **MDS SCIEX**

Ken Delcol will look at the practical application of risk management in a new product development environment of advanced analytical equipment. He will discuss the changes in the new product development approach used at MDS SCIEX, i.e., creating a balance between Big Bang projects and Incremental Evolution projects, as well as the organizational impact, risk profile and company financial performance.

The risk management approach used at MDS SCIEX illustrates how leading edge scientific research development is managed when theoretical calculations are not available for decision making. The presentation includes examples from MDS SCIEX development projects, including different risk management strategies such as:

- Transferring risk to vendors
- Parallel development
- Concentrating on core competencies
- Concentrating development risks into subsystems

Controlling Technical Risk

Keith E. Schleiffer

Product Development Manager, **Battelle Healthcare Products**

This session will cover Battelle’s experience with technical risk, including risk management steps that can be effective for many organizations—identify and acknowledge risks and track their status continuously; assure cross-functional inputs influence decisions involving these risks; and make conscious and systematic choices about risk. Specifically Keith Schleiffer will discuss two types of examples and how Battelle handles them:

- When a technology breakthrough does not take place as planned, leading to a crisis event.
- When a known technical risk is carried along throughout the project, i.e., a chronic risk item.

He will also discuss tools that can be put in place fairly easily to help manage risk, including tracking tools, tools that help identify risk issues, and tools to maintain a business context for technical decisions.

“This was by far the most content-rich conference I’ve attended. I am very pleased with all that I’ve learned and can take home with me.”

Pamela Greca, Confluence Technologies

“Real data tied with theory, open discussion.... Great conference!”

Courtney Morgan, MCI Group Leader, Ciba Vision

“One of the best conferences overall; measured by actionable principles and ideas.”

Bob Willoughby, Manager of Engineering R&D, Senco Products, Inc.

“Another success by MRT, exceeded expectations and delighted thoroughly.... Creme de la creme of speakers.”

Michael Kobrehel, Manager, New Product Development, Excel Industries

Don't just rely on what you hear—start *applying* the methods discussed, with guidance and facilitation from leading experts. You may choose one of these complimentary sessions to receive a “ready to go” understanding of the material presented. **Session A** focuses on a specific risk model to help you manage the risks of developing a product; **Session B** helps you assimilate all the different approaches discussed during the conference and use them for decision-making. These complimentary, 2.5-hour sessions help ensure you leave the conference with valuable working knowledge of what to do.

A *Applying Proactive Management to Product Development Risks: Using a Risk Model*

Preston Smith and Guy Merritt

This is a hands-on session in using a risk model to collect the facts underlying a project risk and working with these facts to plan ways of dealing with the risk. You will become familiar with risk models—including both their strengths and weaknesses—as you proceed through a five-step risk management process. You will also begin to see how you want to adapt this approach to fit your projects, market, and corporate culture. Ideally, you will come to this session prepared by having absorbed Preston and Guy's presentations given on the first day of the conference. You will take away:

- An appreciation for the cross-functional nature of a project risk
- A solid understanding of a risk model and how it can help you
- Means of sorting out risks critical to the project from less-threatening ones
- An eye-opener to the broad variety of risk resolution plans you can apply
- A variety of metrics useful for tracking progress in resolving your risks
- Overall, experience with the power and difficulties in gaining consensus on project risk management

Guy Merritt is a group program manager for Tellabs. Preston Smith is a certified management consultant and co-author of Developing Products in Half the Time. They are co-authors of a forthcoming book on product development project risk management to be published by Productivity Press this year.

“Good content. Very powerful presentation!”

Eduardo Miranda, Senior Specialist, Ericsson Research, Canada

B *Application of Risk Management Approaches to NPD Decisions: Compare and Contrast Alternative Risk Management Approaches*

Sheila Mello and Wayne Mackey

Which risk management approach is right for you? This session will provide you with the opportunity to obtain real-time experience using the alternative techniques for doing risk management that have been presented at the conference. Compare and contrast the strengths and weakness of the various risk approaches after an exercise which applies each to a real-world problem. By actually using a methodology to solve a real business problem, you will be able to choose the best methodology for your projects when you return to work. Whether the risks that you face are market, technology, consensus-focused or implementation-driven, this session will help you:

- Understand the contrasting and synergistic elements of the different techniques
- Gain insight as to when to choose which risk management process
- Identify and manage your risks
- Apply metrics for tracking progress and identifying midcourse corrections to your action plans to reverse your risks

Sheila Mello is the author of the recently published book Customer-Centric Product Definition: The Key to Great Product Development. Sheila is the managing partner of Product Development Consulting, Inc. (PDC), and is a widely known, well-respected expert in the field of product development.

Wayne Mackey's expertise is grounded in over twenty years of hands-on management of large engineering, manufacturing, and procurement organizations. He is especially effective in product development metrics, risk management, collaborative design and business strategy implementation. Mr. Mackey has been a principal with Product Development Consulting, Inc. since 1997.

ANNOUNCING MANAGEMENT ROUNDTABLE'S

NPD Best Practices VIP Series

Winter/Spring 2002

*An exclusive program providing competitive insight,
expert advice, and organizational competency*

BASED ON THE SUCCESS OF ITS NPD EXECUTIVE SERIES LAST FALL, Management Roundtable is pleased to introduce an innovative new *NPD Best Practices VIP Series* for product development executives.

Here is how the VIP Series works:

Between 6 and 10 conferences, including *Controlling the Risks of New Product Development*, are offered throughout the year. As a VIP subscriber, you receive early notice of all Management Roundtable events so that you may choose the 3 you wish to attend. You will also be invited to suggest topics and may attend more than 3 at an even greater savings.

Each conference will have private VIP sessions—a time for Series participants to discuss their individual situations, questions, and forward plans with each other, as well as with key faculty members.

All participants will also be offered the opportunity to continue their working relationship as part of an ongoing e-mail networking group.

All participants will receive a subscription to *PDBPR* which will give you continuous insight into how other leading companies are tackling challenges.

Subscribers to this series receive:

- **Informal, personal meeting time** with some of the foremost product development experts and practitioners in the world.
- **New learning** from 3 cutting-edge conferences plus a choice of hands-on workshops—you can focus on certain topics only or participate in a broad array to round out your knowledge.
- **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.
- **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.

LIMITED ENROLLMENT maintains high level of interaction and provides VIP members with individualized services between events.

ENROLL NOW and make your conference selection later—you will receive first notice of all upcoming events!

GENERAL INFORMATION

LOCATIONS/DATES

The conferences will be held at various locations and dates. Visit www.ManagementRoundtable.com for details.

SUBSCRIPTION FEES

Please note that your enrollment may be used by anyone within your organization at any time during the 2002 calendar year—the same individual need not attend all the events.

3 events (including 3 conferences, 3 full-day pre-con workshops and 3 VIP sessions) is \$5,000 for one individual (save \$2,755), \$8,500 for 2 individuals, and \$2,500 for each additional individual you wish to add.

For 4 or more events, the incremental fee is \$1,250 per event (includes conference plus full-day workshop)—a 50% discount.

HOW THE DISCOUNT IS CALCULATED

Single conference attendance is \$1,595/person plus \$495 for one half-day workshop or \$990 for 2 half-day workshops or a full-day workshop. Attendance at an event with a full day of pre-conference workshops is \$2585. Attendance at the same event as part of the VIP series would cost \$1,666 (\$5,000 divided by 3), or 35% less than \$2,585.

WHAT YOU GET

Fee includes program materials, small group consultations, luncheons, receptions, continental breakfasts, refreshment breaks, complimentary 12-month subscription to *Product Development Best Practices Report*, and a complimentary one-year subscription to the *MIT Sloan Management Review*. Total fees must be paid in advance of the first conference to receive VIP Series benefits and privileges. Refunds are allowed on a pro-rated basis.

About Management Roundtable

"...In a crowded over-conferenced world, Management Roundtable provides an effective platform for learning the latest product, service and business management innovations from leading experts. MRT makes the decision on what conferences to attend simple."

John Waraniak, Director,
Magna International



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.

PRODUCT DEVELOPMENT BEST PRACTICES REPORT

PDBPR is an unbiased, non-commercial monthly newsletter which provides expert insight and practitioner case studies on topics such as:

Conference participants receive a 3-month complimentary subscription to PDBPR.

product definition, R&D metrics, portfolio management and project prioritization, cycle time reduction techniques, web-based product development management, remote collaboration, supply chain integration and more. The editors of PDBPR continuously seek out cutting-edge, implementation-oriented stories and consult regularly with the world's foremost product development experts.

PDBPR.com

Product Development Best Practices Online is an interactive database of case studies and research which can be used as a knowledge-resource throughout your organization. An easy-to-use website with intuitive features for both searching and sharing content, it is invaluable to organizations who wish to benchmark, compare data, and stay on top of competitive trends.

Conference participants receive a one-year complimentary subscription to *MIT Sloan Management Review*.



MIT Sloan Management Review provides senior managers with the best current management theory and practice. The peer-reviewed, quarterly journal covers all the management disciplines, with an emphasis on corporate strategy, leadership, and the management of technology and innovation.



Also receive a FREE copy of *Proactive Risk Management: Controlling Uncertainty in Product Development*, the new book by Preston Smith and Guy Merritt! (See page 6.)

"Format is outstanding. Program well planned and executed."

Elizabeth Hammack
R&D Manager
ACS

"Organized and structured the technologies and disciplines required for implementation ... definitely worth the 'price of admission.'"

Fred Meyer
Head CAM/Computer Science
National Avionics Center

"Information received in just one session was worth the cost of the entire conference."

Roland Bouchard,
Director, Product Development
Smiths Industries

Registration Information

Dates

The conference will begin at 8:15 am (registration and continental breakfast at 7:15 am) on Tuesday, April 16, 2002 and will adjourn at 3:30 pm on Wednesday, April 17, 2002.

Optional pre-conference workshops are offered on Monday, April 15, 2002 from 8:30 am – 4:30 pm.

Location and Hotel

Accommodations

The conference will be held at the Royal Sonesta Hotel, 5 Cambridge Parkway, Cambridge, MA 02142. Please call 617 806 4200 directly for room reservations. Please mention the "Controlling NPD Risks" to receive a special rate (we have a limited block of rooms).

Conference Fee

*Early-bird rate \$1,495/person (save \$100) through March 15; \$1,595/person beginning March 16. Fee includes 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 *MIT Sloan Management Review*.*

Pre-Conference Workshops

The fee for each half-day pre-conference workshop is \$495 with the conference (\$695 as stand-alone) and includes breakfast, lunch, reception and all materials. The fee for 2 half-day workshops is \$990 with the conference (or \$1,295 as stand-alone).

Team Discount

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.

Controlling the Risks of New Product Development

PROJECT,
MARKET &
TECHNICAL

April 15-17, 2002 / Cambridge, MA

Learn to:

Make difficult decisions with incomplete information, as a team

Plan for uncertainty and change—in technology, the marketplace, regulatory requirements, and external environment

Map risks and devise strategies for handling them

Use computer modeling techniques to identify and manage potential trouble-spots

Proactively control budget, scope and schedule

Apply financial justification and quantitative methods to choose the wisest course of action



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

Please see
registration
details on
page 11.

Please accept the following registration(s):

(Please use photocopies for additional people)

- Conference** (4/16 – 4/17)
- Pre-Conference Workshops** (4/15) – please circle: Morning: **A OR B**
Afternoon: **C OR D**
- A** – Predictive Risk Management
B – Making Robust Decisions as a Team
C – Risk Management for Agility
D – Risky Business: Enhancing NPD Investment
- Application Session**, (4/17, no additional fee) – please circle: **A OR B**
- VIP Series** (See information on page 10; full details of other events will be sent to you upon enrollment.)

Name: **Mr. / Ms.** _____

Please complete if different from label

Title: _____

Company: _____

Address: _____

City/State/Zip: _____

Phone: _____

Fax: _____

Email: _____

- I can not attend, please send me ___ conference handbooks with case studies, data, all handouts and more at \$398/each (to be shipped within 3 weeks after the event).
- Please send me information about MRT's customized on-site corporate conferences.
- Please send me information about sponsorship opportunities.
- Please enroll me as a subscriber to *Product Development Best Practices Report*, (see page 11) at \$219 per year.
- Please enroll me as an subscriber to PDBPR.com:
 individual at \$300/year
 corporate (call for fee information)

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 _____

- Please bill my company, PO# _____

Management Roundtable
92 Crescent Street, Waltham MA 02453